

Sales Management

Give the Public the Facts About Earnings

Seventy per cent of the people believe that extravagant profits are being made out of the national emergency—that war profiteering is prevalent. This is revealed in a survey of public opinion recently completed by the Opinion Research Corporation for the National Association of Manufacturers.

This belief has been spreading. An earlier check, 11 months before, showed only 42 per cent with this opinion. A full third of the people believe that increases in profits represent the major reason for increases in the cost of living, as against only 18 per cent who attribute them to increases in taxes.

The belief that "large manufacturers," and "companies working on war contracts," are making big profits is most pronounced in the upper-income levels. Manual workers are the least inclined to suspect war profiteering. Only 18 per cent of the employees accuse their own companies of making "big profits." It's the other fellow—the company whose products they have to buy. Simplified financial reports to employees have contributed to a better understanding of a company's intake

and outgo, but only two per cent of the public base their opinions about profits on financial reports and statements. People's opinions have been influenced most by exposures of profiteering, actual or alleged. They are few in number—but the exceptional cases are those that make news.

It is obvious that companies engaged in war work should expand and sharpen their techniques of telling their profits story. People can't be expected to dig through a lot of small type and figures. They can't be expected to put the correct interpretation on the little they do see.

Recommended techniques for telling the profits story in booklets and in advertisements include showing profits in percentages instead of just in lump sums—showing profit percentage after taxes—giving reasons for profit increases—relation of cost of management to total income—explaining the need for reserves to cover post-war conversion or expansion—the relationship today as compared with a year ago between cost of materials, wages, taxes.

What *Every Woman* wants to know about a Man...



—that if he can't see action on the fighting front, he swings into action on the home front . . . that he volunteers for the service he can do best, whether it's first aid or civilian defense against possible air raids!



—that he makes the most of his well-earned leisure . . . that he always chooses the best, complimenting his guests and his own good taste by serving mild Old Schenley, first in quality among bottled-in-bonds!



Straight Bourbon Whiskey — 100 Proof — This whiskey is 6 years old. Stag-Finch Distillers Corporation, New York City

[TUNE IN JACK PEARL ON SCHENLEY'S CRESTA BLANCA WINE CARNIVAL—MUTUAL BROADCASTING SYSTEM—EVERY WEDNESDAY EVENING]



Escape

... to American Headquarters!

A shallow dugout in the desert, the swaying bridge of a wounded warship, the pock-marked airfield of a tropical island . . . such harsh places serve their purpose as *temporary* headquarters for the leaders who direct our gallant arms.

Yet none of these is the real and enduring American Headquarters. That headquarters is back in Iowa, in Vermont, or Ohio, or Georgia. *The real American Headquarters is in the HOME.* It is from here that the course of the nation is plotted, its destiny directed.

And it is *into* the home itself—into this physical structure of brick, wood, concrete or stone—that American families *escape* to plan for its continuation and improvement, for the maintenance of its ideals and standards.

More than 2,470,000 suburban home families rely upon Better Homes & Gardens to further this constructive, patriotic *escape*. They regard Better

Homes & Gardens as their "official publication" in matters of the home. They read it and study it page by page to learn new ways to make their homes more cheerful, more attractive, more comfortable. Their carefully kept files of back issues serve as an authoritative encyclopedia of home improvement and home living.

Now, in our time of war, the influence of Better Homes & Gardens in the lives of America's families, and its helpful service in their planning for the future of their homes, is greater than ever before. Meredith Publishing Company, Des Moines, Iowa.

**BETTER HOMES
& GARDENS**

Helping More Than 2,470,000 Suburban Home Families Plan Their Buying for Today and Tomorrow



Mini-Mannequin Dressmaking

Many 'teen-age girls who have the urge to try dressmaking feel too grown-up to work on doll clothes, but are too inexperienced and inexpert to be allowed to waste material sewing for themselves. An answer to their prayer has been developed by Latexture Co., New York City, which is now selling Fashion Designing Sets. These consist of miniature fashion mannequins (12½ inches, 15 inches and 20 inches tall). Simplicity patterns, instruction literature, and various sewing materials and accessories. The sets are going like hot cakes, department stores offering them in notion, dress goods and toy departments.

Latexture Co. formerly made miniature mannequins for display. Through devious channels, it occasionally received inquiries from girls who wanted to buy mannequins to help in their dressmaking courses, or to learn dressmaking at home. Acting on a hunch, the company brought out its first fashion designing set, "Suzanne's Fashion Show," in 1941.

Response was enthusiastic, but before the year was over America had become involved in war, and it became impossible to continue making the mannequins from rubber. The firm promptly developed a new material, a composition with a wood pulp base (made by secret formula), and broadened its 1942 line to five sets, with mannequins in three sizes. Prices range from one dollar for the simplest set (Vivienne's—with 12½-inch mannequin and three Simplicity patterns) to \$5.95 for the most advanced (Joanne's—with 20-inch mannequin, the 88-page Simplicity Sewing Book, and a basic pattern by Simplicity, to teach costume designing, with a pattern that may be adapted to five different styles of dresses).

Between the two extremes, there are Marianne's Fashion Designing Set at \$1.69, Suzanne's at \$2.50, and a second, more comprehensive Suzanne's Set at \$3.98. The \$3.98 set should delight



Marianne's Fashion Designing Set which sells for \$1.69. Any fashion-conscious youngster who wants to learn sewing and designing should be thrilled with its "very adult touch."

a fashion-conscious youngster ambitious to learn sewing and designing. In addition to a 15-inch mannequin (with patented cushion arm sockets), the kit contains three Simplicity patterns, three pieces of material; a dress form (very adult touch); and such sewing accessories as dress trimming, thimble, tape line, needle book with needles, and thread.

The project has benefitted not only Latexture, but the Simplicity Pattern Co. as well. The advantage for Simplicity lies not so much in the sale of the miniature patterns (scaled down from normal-sized ones actually on sale in the stores) as in the sale of the sewing books. Moreover, each miniature Simplicity pattern has its prototype in 'teen-age size, so that a young dressmaker, after having made a dress for her mannequin, has a good chance of coaxing her mother to let her buy a pattern and make the same dress for herself. The stores like the item because of these repeat sales (which also inspire sales of fabrics and accessories).

That the stores have welcomed the item and done well with it is indicated by the extent to which they have advertised it, many of them using large space in local newspapers. (Latexture expects to furnish mats to customers, but these were not ready when a representative of the firm was interviewed by SM's reporter.) The packages have display value, both open and closed. Most of them are turquoise blue with figured design, on the outside, and pale blue inside. When open, a package makes an effective display, since the patterns, swatches of cloth, dress forms, etc., are arranged in a pleasing manner. The company also furnishes pedestals on which to stand the mannequins, poster type backgrounds and other display material.

Miniature patterns may be bought separately, at 19 cents for a set of three for the 12½-inch figure; and 25 cents for a set of three for the 15-inch mannequin. There are no extra patterns for Joanne, the 20-inch mannequin, since it is intended for use by the more advanced sewing students, who use the basic pattern to make their own designs.

In addition to the line of miniature Simplicity patterns, Latexture has a number of special patterns, which enable a seamstress to create an entire wardrobe for one of the mannequins. Garments that may be made from these include house coats, slips, pajamas, panties, pinafores, and even a nurse's cape.

In an era when manufacturers are hard pressed to find products that may be made of materials not essential to war, and when stores find it difficult to keep their shelves well stocked, and when consumers are having to learn to stay-at-home-and-like it, these fashion designing sets serve a useful purpose.

The Answer Man

One way to absorb great hunks of factual information is by listening to the radio broadcasts of "Albert Mitchell, The Answer Man." It consists simply of questions and answers, covering a seemingly endless range of subjects. At the end of each program, listeners are invited to send in their questions with stamped, addressed envelopes (one to a question), the answer to be returned by mail, even if not read over the radio. There are three 15-minute programs originating each week from WOR, New York City, sponsored by Trommer's Beer; and two from WGN and a group of midwestern stations, sponsored by General Cigar Co.

Questions pour in at the rate of 5,000 a week, keeping busy two staffs, one in New York City and one in Chicago, of about 15 persons. Many of the questions are "repeats," coming in so regularly that form letters have been prepared to answer them. In this class are such perennials as "Which came first — the chicken or the egg?" "Do Indians (or Chinese) have beards?" "How can I get rid of ants (or roaches, bedbugs, etc.)?"

Credit for the idea behind the program goes to Albert Mitchell, formerly an orchestra leader and musician, but a scholar by avocation. He used to take reference works with him on

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"Newcomers to Chicago—"

JOHN G. SHEDD, tired of "clerking" in Vermont village stores, was twenty-one when he headed for Chicago in 1871 "to work for the biggest store in town." Marshall Field, just recovering from the great Chicago fire, gave him a job as stockclerk at \$10.00 a week. He



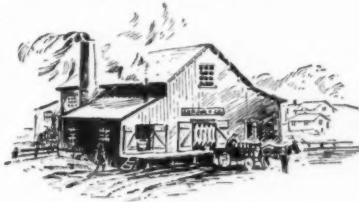
was the store's chairman of the board, first citizen, great philanthropist when he died in 1926 . . . And the Shedd Aquarium is his, \$3,000,000 gift to his adopted city.

ELIJAH PEACOCK, descendant of the Pilgrims, son and grandson of a jeweler, left New England at the age of nineteen with a stock of jewelry and watches, set up shop in Chicago in 1837; began using newspaper advertising in 1841. The business he founded has long been famous, is still managed by his grandson.

PETER UPDIKE, born in Princeton, N. J., learned the builder's trade, was twenty-four

when he arrived in Chicago in 1833, in time to see the Indians sign the treaty for the city's site. Chicago's first architect and builder, he helped start its first public utility . . . now the Peoples Gas, Light & Coke Co.

LEON MANDEL, European born, was brought to Chicago by his older brothers when he was eleven, in 1853. Bank clerk with Greenebaum Brothers, he later sold dry goods in his family-owned firm of Klein and Mandel, headed Mandel Brothers in 1865 . . . Wiped out by the Chicago Fires of 1871 and 1874, he persevered until his store was one of Chicago's largest . . . died a widely known and loved philanthropist . . . His grandsons carry on both the name and the business.



EUGENE FIELD, Missouri born, a roving newspaperman who settled in Chicago in 1883 at the age of 33; . . . wrote one of the first columns in American journalism—"Sharps and

Flats" . . . won recognition from his adopted city, rejected flattering offers from the Eastern press . . . and during a rich, busy life, found time to write the loved verses which live after him.

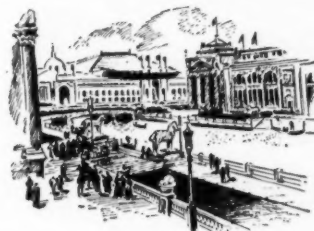
WILLIAM WRIGLEY, JR., who was born in Philadelphia in 1861, went into his father's soap factory at thirteen, came to Chicago in 1891 as the firm's star salesman. He first sold soap with premiums, one of which was chewing gum;



became the world's largest maker of chewing gum, a great merchandiser and advertiser, owner of a baseball club and Catalina Island. . . . The huge white tower on Michigan Avenue bears his name. His son still conducts the world wide business he founded.

THESE pioneers of hallowed memory . . . once were nobodies, newcomers to Chicago.

To a wilderness outpost, a prairie hamlet, a young city . . . they gave their time, their effort, their youth . . . and their faith. Chicago was built on swampland, and faith. And those of great faith found great and enduring rewards



in Chicago then . . . can still find them now.

The Sun was published in the knowledge that it was needed, in the belief that it would be welcomed, used and supported. The faith was backed by works and money. And Chicago is already paying off—has given The Sun more circulation—than any new newspaper ever had; more interest, confidence and support—the intangibles that make a medium. And more advertising than any new newspaper ever had in such a short period. The Sun no longer need be bought on faith!

Sun circulation represents not only an important share of the market . . . but an influence far in excess of its circulation! Because the people who read and support The Sun are the progressives, the articulate, the missionaries for ideas and merchandise who make the best markets for everything . . . And The Sun has enough of them to make Chicago a great market for you . . .

Ask the Branham man for details!

THE CHICAGO SUN

THE BRANHAM COMPANY, National Advertising Representatives

Atlanta, Charlotte, Chicago, Dallas, Detroit, Kansas City, Los Angeles, Memphis, New York, St. Louis, San Francisco, Seattle

JANUARY 1, 1943

[3]



Men Your Best Bet in Houston is The CHRONICLE!

In Houston, women turn to The Chronicle first . . . and in many instances, exclusively . . . for shopping information of all kinds.

They do this because The Chronicle gives them preponderantly more store news about those things for their homes . . . those things they wear . . . those things they use for charm and beauty.

This is the magnet that draws Houston women to The Chronicle . . . and guarantees an attentive audience for any message you may have for them.

★

"WOMAN"
advertising

First 10 Months 1942 From Media Records

Type of Advertising—	CHRONICLE LEADERSHIP	
	Over Post	Over Press
Women's Clothing Store		
Women's Shoe Store	373.2%	662.8%
Jewelry Store	1,396.0%	122.6%
Toilet Goods, Beauty Shop, Perfumes and Cosmetics	95.6%	104.2%
Total Grocery	80.7%	348.3%
Total Department Store	25.9%	129.6%
Corsets and Brassieres	62.8%	133.0%
Hosiery	53.6%	542.9%
Petticoats and Slips	246.5%	274.8%
Gloves	50.1%	304.8%
Millinery	105.8%	1,155.6%
	65.6%	142.1%

★ THE ★

HOUSTON CHRONICLE

FIRST IN CIRCULATION AND ADVERTISING FOR THE
30TH CONSECUTIVE YEAR

R. W. MCCARTHY THE BRANHAM COMPANY
National Advertising Mgr. National Representatives

TO SELL HOUSTON . . . BUY CHRONICLE
TEXAS' LARGEST DAILY

his tours and read them for fun, to the amazement of his fellow musicians. They looked upon him as a walking encyclopedia and asked him all sorts of questions, at times because they were hungry for information and often to settle bets. This made him think there should be a demand for a program providing answers to questions of general information. He spoke of it to Bruce Chapman, a producer of radio programs, who agreed that the idea had merit. They worked up such a program and put it on the air over WICC in Connecticut. In 1937 they brought it to WOR, and it has now been extended to provide both eastern and midwestern coverage. Albert Mitchell heads the Chicago office, and Mr. Chapman, who prepares the scripts, runs things in New York City. Both offices answer questions, exchanging certain types in which members of one of the staffs specialize.

Though it is specified on the programs that only questions with definite answers (involving fact, not opinion) will be answered, and that questions of a personal nature are taboo, The Answer Man does receive a great many in the last-named class. Often, if there is likely to be no kick-back as a result of answering, the question is answered.

So many questions concerning the President come in that there's a constant flow of correspondence between Bruce Chapman and Steve Early. People want to know the President's hat size, neck size, favorite brand of cigarettes, etc. Early provides most information of this type, but says it would be unfair to mention the cigarette the Chief Executive smokes, as this might be construed as an endorsement.

So many questions are asked about Old Age and Widows' Pensions that The Answer Man has had form letters prepared on these subjects. Just now there are quantities of inquiries about joining the armed forces. "My son is 18 and has poor vision; what branch of the service will accept him?" "My son is overseas. I haven't heard from him in two months. When will I hear again?" "I had a cable from my brother, sent from 'San Origine.' Where is he?" People who want to adopt babies ask how to go about it. Then there's this type: "How can I find the kind gentleman who helped me when I stumbled at the corner of Broadway and 14th Street last Thursday?"

One of the program's growing functions is to scotch rumors, such as the undying one that a blind person can obtain a Seeing Eye dog in return for 25,000 matchbox covers. So many questions come in on the value of coins that a piece of debunking literature has been prepared to inform credulous amateur numismatists that their hopes of getting rich from Jefferson nickels and other much publicized coins are in vain.

One would have to travel far to find a finer reference library than the one in the New York City office, but Chapman says the one in Chicago is still better. The dictionary, *The Columbia Encyclopedia* and the *Lincoln Library of Essential Information* are extensively used by the staff. Mr. Chapman buys the *World Almanac* in lots of 100, and tears pages out to send to inquirers. "I pay the wholesale price for them and sometimes tear 70 pages from one volume; from the time-saving angle, it's a good investment." It was a big help to the staff when Nat Fleischer brought out his book on prize fighting, as there are many questions on this subject.

Mr. Chapman says it doesn't surprise him that the public is so fact-hungry. "Many reference books aren't easy to use," he said. "And they often omit information in which people are most interested. Take chickens, for example. Much has been written about them, but where can you find the answers to the questions on the subject that are most frequently asked—How does a rooster crow . . . how does a hen cackle . . . and how many feathers does a chicken have?"

Authors—we blush to say—sometimes impose on The Answer Man to do their research. "I've got to write an article about Fin McCool. Who is he?" (Mr. Chapman says they don't object to helping out authors with problems like this.) Advertising agencies often ask help in digging up material on customs. They find two or three related facts, but are stuck when they need more. "Unfortunately, we often have to tell them that the ones they have dug up are incorrect."

IN NEW YORK CITY...

NOT THIS

USE OF METROPOLITAN
PAPERS ALONE

which merely parallels population and
disregards DIFFERENCES in types of
people, buying habits, family sizes, etc.

BUT THIS

USE OF SOME METROPOLITAN PAPERS

+

INTENSIFIED SPENDING IN PREFERRED AREAS

**GIVES YOU
BALANCED SPENDING**

Intensify your selling in the
borough of QUEENS, New York City's

preferred family area

*Queens leads the rest of the city in per capita food purchases

*Queens " " " " " " " " " " beer purchases

*Queens " " " " " " " " " " drug purchases

Queens " " " " " " " " " " self-service food market sales

Queens " " " " " " " " " " combined in one-family homes

*(excluding Manhattan for obvious reasons)

QUEENS GREAT HOME PAPERS... **152,768**

A.B.C. Circulation

A coverage equal to the Queens' circulation of
New York's 3 largest evening papers combined.

Long Island Daily Press

"Covering the southern half of Queens"

Long Island Star Journal

"Covering the northern half of Queens"

Intensify your selling in another preferred part of New York City. The Staten Island Advance A.B.C. Cir., 21,300 exceeds 4 N. Y. evening papers combined in Staten Island.

Sales Management

VOL. 52, NO. 1

JANUARY 1, 1943

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Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending January 1, 1943.

Milk for the Hottentots

"I AM NOT FIGHTING for a quart of milk for every Hottentot, or for a T.V.A. on the Danube, or for government handouts of free Utopia." In these picturesque words William P. Witherow, retiring president of the National Association of Manufacturers, expressed in his keynote speech before the association's annual meeting a point of view which implies that we cannot help ourselves by helping others, that no material advantage can be gained by one person unless he wrests it from another.

That statement, and the detailed analysis which followed it, seems clearly to be based upon the assumption that every increase in the standards of living abroad will have to be the product of American philanthropy, and will necessarily reduce living standards in this country.

I've been mulling over Mr. Witherow's challenging statement for a couple of weeks, and I'm going to try to answer it.

I think he is quite correct that we shouldn't be fighting for an impossible Utopia in which half the world will subsist on handouts from the other half, but I think it can be proved that the relief we are giving, and the further relief that we shall give, can be justified on hard-boiled selfish grounds. One group has been accusing the other of "selfish isolationism," and the second has yelled back, "idealistic internationalism." The two groups should get together and develop "selfish internationalism."

In the case of 99 44/100ths of the sales that are completed, both parties are reasonably well satisfied with the exchange. Both entered into the arrangement from selfish motives, both gained from it, neither secured a material advantage at the expense of the other. The same can be true of our international exchanges. We can—and will—receive as well as give.

A few days after Mr. Witherow stated his views, the New York Times interviewed ex-Governor Lehman, now Director of Foreign Relief and Rehabilitation. You can't call him an impractical idealist. He was a successful business man for many years before becoming a public servant. He told the Times man, "I don't believe that I have encountered a question of policy in all my public life which did not cover the economic as well as the humanitarian field.

"For instance, we did a lot to improve conditions in the State hospitals. At first glance this seems purely a humanitarian project. But, looking at it more carefully, one learns that the better we treat patients, the sooner they will recover and no longer remain a liability of the State. . . In helping other nations to regain their former status we shall be helping them to produce the things we need, and at the same time be making them potential customers for those things we can turn out."

Enlarging the Market

WAS HENRY FORD just an idealist, or was he a good example of enlightened selfishness when he instituted the \$5 a day minimum wage back a quarter of a century ago? Most of the other manufacturers at the time thought he was

crazy, that he was not only throwing his own money around recklessly, but was also throwing theirs, for they sensed that before long they would have to meet his scale.

But Mr. Ford knew what he was doing, and I don't think it is unfair to him to ascribe his actions to a selfish realization that the old mine of automobile buyers was just about worked out, that unless new strata of buyers could be found somewhere, there couldn't be any further expansion of the automobile business. So he deliberately set out to raise incomes in the lower levels so that the purchasing power would exist for millions of more cars. It worked, didn't it? Why isn't the same principle valid beyond our borders?

No, it's true that we *aren't* fighting just for a quart of milk for every Hottentot—meaning the natives of Europe, South America, China, and a host of other countries—but we *should* know that the one hope of private enterprise is a worldwide development of construction and industrialization which will lead to increased production and higher standards of living.

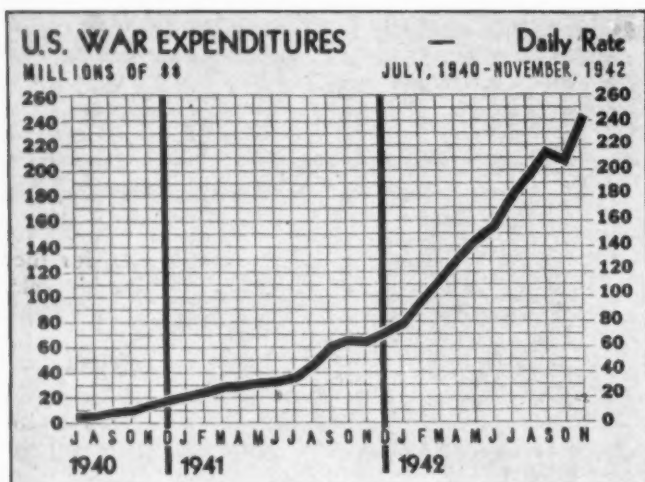
As the New York Herald Tribune said in an editorial comment on Mr. Witherow's talk, "If America is not to revert to the wasteful and dangerous tariff-bound vacuum of the '20's, a dynamic conception of the mission of American capitalism must take its place."

Let's not kid ourselves. We just haven't any valid grounds for looking forward to a business paradise in which American manufacturers can keep their vastly-expanded plants busy turning out a tremendous quantity of products to be sold to a world which has about half enough money with which to buy them.

Again quoting the Herald Tribune, "The Four Freedoms represent a practical program to eliminate as many of the world's worst plague spots as possible, beginning with



The General Electric Co. lets the public in on its post-war planning program (see SM December 15) with a full-page in the January issue of *American Home*, from which this illustration is taken. The whole Smith family pitched in and built a house, walls and roof, "stamp by stamp, bond by bond." G-E says, "After Victory, your bond purchases can be used as part-payment on the kind of a home you have always wanted . . . with everything in it that makes a real home. Act today—buy bonds and save—your nation and your future both depend upon it."



U. S. War Expenditures

At the present rate, adjusted to an annual basis, war expenditures are running about 75 billion dollars a year, which is approximately 60% of the national income. This percentage figure has been the top realizable figure in other warring countries.

the virulent aggressions of the Axis and proceeding on through political freedom to the construction of a world economic order which will permit orderly progress toward a higher standard of living.

"This attempt, if productive forces are stimulated, certainly requires a departure from the competition and exploitation of the older imperialism, but (italics by SM) *it need not mean the filling of economic valleys by leveling off economic peaks. The world's productive capacity is not a fixed quantity; it is capable of extension to points far beyond those reached by even the most highly developed nations.*" And that includes our own.

Goodwill for a Nation

GOODWILL IS A PRICELESS ASSET, as every American business man knows. It's just as much an asset to a nation, and if the nation has it, then the business man can ride along with it.

Let's turn Mr. Witherow's statement around a little bit. Instead of our *giving* every Hottentot a quart of milk a day, let's assume that through guidance, technical advice and capital investment we help to set the Hottentots up in the dairy industry. That would create a need for agricultural machinery, trucks, machines for making cans and bottles, and many other things. The factories of International Harvester, General Motors and many machine tool plants would have a market when our own government stops buying machines of war from them.

And supposing the people in the countries along the Danube *should* decide that they'd like to have something like our T.V.A. What's so wrong with that? It would keep a few wheels turning in Schenectady and Pittsburgh, afford employment for a few of the returning millions of our soldiers. And of course, as Henry Ford proved many years ago, the workmen in those factories would in turn have something with which to buy the products of other American manufacturers.

Utopia is a long way off, and you and I will never see it, but if we are smart enough to carry out what is envisaged under the Four Freedoms we shall find material rewards as well as social advancement. We *can* help ourselves by helping others.

[16]

Sell Now for Post-War Delivery

"THE BUY-IN-ADVANCE" PLAN for instalment selling of consumers' durable goods is scheduled for release by the OPA within a few days.

The OPA plan gives government backing and sanction to an idea which has been recommended by many business men as a means of stimulating bond sales and providing a firm backlog of orders for peace-time goods. It was drawn up by Rolf Nugent, advisor on credit policy of the OPA, and would give consumers a priority in the post-war era on delivery of goods on which manufacture is now banned to save critical materials and divert facilities to production of war materials. At the start it will presumably cover instalment buying of automobiles, pianos, radios, refrigerators, and automatic furnaces, with other products to be added later.

Consumers would "purchase" any of the items exactly the way they would normally, except that for the present they would receive a certificate instead of merchandise. Payment would be made either in cash or on the instalment plan. The dealer would get a 6% commission and the finance company either 1% or a flat fee of 7c a collection. The money would be deposited with the Treasury, which would pay manufacturers when the goods were delivered after the war. It remains to be seen whether the Treasury would give war bonds or a new type of federal security. Some new legislation may also be required.

The plan includes a government guaranty of priority standing to the certificate holder. The proposal calls for an instalment payment period ranging from one to two years, with the certificate non-transferable but carrying a 10% bonus. In other words, a \$1,000 certificate would pay off in an \$1,100 automobile.

The plan, if it goes through—and we think it will, will cause many manufacturers to expand their depleted sales forces because there will be a real and tangible job of selling to do; it will likewise give them a greater need for doing a consistent job of straight-product advertising.

Selling, viewed in its proper light, is not the physical delivery of goods or services. Selling is a process of conversion of the human mind, and the objective of all selling lies in persuading people to want specific things strongly enough to be willing to pay for them. Sometimes this process takes only minutes, hours, days or weeks, but on expensive items most often sales can be completed successfully only in terms of months and years.

Think how long it took you to get fully sold on buying your first automobile, your first refrigerator, your first home. Certainly it isn't too early now to be selling the public for post-war delivery. Maybe you can't talk about a specific product, but you can at least keep your company name sold as headquarters for a type of product, and this applies to manufacturers who may not come under the new OPA-Treasury plan.

Other aspects and implications of the plan are interesting and important. It should provide at least \$6,000,000,000 the first year to assure maximum production of war matériel; it will siphon off this excess purchasing power, and act as a safeguard against inflation and black markets.

Because it is instalment selling in reverse there will not be that amount of private instalment debt to liquidate later. The merchandise will be paid for when it is delivered. Manufacturers will have their payment in advance, thus minimizing their change-over financing problems. Consumers who enter into it will owe nothing; if they have jobs they can then enter into new instalment contracts as they normally would do.

PHILIP SALISBURY

SALES MANAGEMENT

NEWS REEL



BISHOP

K. C. GIFFORD, vice-president in charge of sales and advertising, has been elected president, general manager and a director of Schick Dry Shaver, Inc., Stamford, Conn., succeeding Ralph J. Cordiner. Mr. Gifford was also named president and director of Schick Service, Inc., operating in 37 principal cities.



GIFFORD

ROBERT H. BISHOP, eastern manager, lighting division, Sylvania Electric Products, Inc., New York City, has been made general sales manager, succeeding Charles G. Pyle recently appointed managing director, National Electrical Wholesalers Association. Mr. Bishop has been with Sylvania Electric Products six years.

ELLIS TRAVERS has been appointed director of advertising and public relations, manufacturing division, The Crosley Corp., Cincinnati, O. For nine years Mr. Travers was vice-president, Ruthrauff & Ryan, New York City and Detroit. He was advertising director and assistant sales manager, Nash Motors, Kenosha, Wis.

R. E. McDONALD has been named advertising manager for The Dunmore Co., Racine, Wis., manufacturers of Dunmore Precision Grinder and Fractional Horsepower Motors, succeeding R. B. Voelker. He formerly was assistant to the advertising manager and editor of the house organ of Fairbanks, Morse & Co., Chicago.

HARRY E. HOUGHTON, general sales manager of The Brown Co., Berlin, N. H., has been elected vice-president in charge of sales, with headquarters in New York City. Mr. Houghton formerly was identified with the advertising agency business as vice-president of Sherman K. Ellis Co., Inc., and Geyer Cornel & Newell.

RAYMOND K. STRITZINGER has been elected president of the Continental Baking Co., Inc., New York City, succeeding M. Lee Marshall, who remains chairman of the board. Mr. Stritzinger has been an executive of the company since its organization in 1925, and for eight years he has been director of operations.

*Stritzinger photo
by Ewing Galloway*



TRAVERS



McDONALD



HOUGHTON



STRITZINGER



It looks like almost any city in the United States, doesn't it? It's a downtown retail street in Buenos Aires, Argentina, which now takes most of its imports from the States.

Latin-America: Land of Present—And Future—Sales Opportunity

"Up to this time most of our foreign trade has been East and West—from now on, most of it will be North and South." So said a speaker at a recent National Conference of Business Paper Editors. This article will show how important that South might be.

BY J. DAVID CATHCART
Sterling Products International, Inc.
Newark, N. J.

(This is the first of a series of articles by Mr. Cathcart on selling in Latin America. The second will appear in February and will present an interesting tabulation of urban Latin American markets, by sizes.—THE EDITORS.)

ARE you one of those fellows who think that folks below the Rio Grande are "queer"; that they can't be sane simply because they babble a peculiar lingo; that two *lempira* can't possibly be as good as one dollar, regardless of what exchange tables say—and that, anyhow, the whole messy business just isn't worth the trouble?

Well, sir, if so, how about pulling up a chair? Let's chat a bit!

In the first place, just to startle you into paying attention, do you know



Yes, they even have Boy Scouts. Here are three typical members in Magellanes, Chile, formerly called Punta Arena, on the south tip of South America.

that this big U. S., this market which so constantly impresses you with its bigness, actually isn't a bit bigger than Latin-America! If you're now selling 100,000 tons (or gallons, or gross) here in the U. S., then, sir, perhaps you can sell another 100,000 (and maybe more) in Latin-America!

About population, there really isn't an absolutely reliable count on Latin-America. But a figure of 125,000,000 seems easily supportable (skipping entirely substantial chunks of backwoods country). That makes Latin-America and the U. S. about equal in families, in mouths to feed, etc. (the things, after all, that make a "market", no?). And on square mileage, Latin-America licks us all hollow!

Take that thought a bit further, remembering the current flood of European refugees, the thousands from Spain alone; then add the fact that this current war will do less damage to South America probably than to any other continent and you have, indeed, a market! *¿No es verdad?*

As to language, why become so concerned? Spanish isn't really tough. A working knowledge of the lingo can be picked up in three months, enough to read and to write commercial letters. And Spanish-speaking U. S. citizens exist in droves. Then, too, English definitely is the second tongue

of Latin-America. Businessmen there handle it fairly well; good salesmen, completely bi-lingual, can be picked up in any of the Latin-American countries for a song, and not a very loud song at that.

So that's that! To open an area there, therefore, you do almost the same thing that you'd do here. You take a bright-looking, aggressive young home office fellow; chat with him a bit; set up an appropriation that you're both willing to consider a gamble; then ship him off. When he lands, just as if he'd landed in Seattle or Jacksonville, he sets up a temporary office, rounds up a couple of salesmen locally and goes to work.

Then, getting distribution is a good deal like getting it here. You can give away your goods, if you're minded that way (and why does that method appeal to so many?); or you can consign; or you can sell—or you can use just about any trick that you've played around with successfully in the States.

The Procedure Is the Same

And just as here, whether the retailer says "*Muy bien*" or "*Váyase*" ("o.k." or "Scram!") largely depends on what you've offered him. Do you expect that he in Latin-America should open-arm you simply because back home in the U. S. you're some potatoe? Or are you willing to recognize that what Latin-American consumers yell for depends upon Latin-American advertising? Will you build up consumer demand for this retailer? Or will your item be another delete, delete Yanqui dust-collector? He'll ask you in Spanish the same fundamental questions that any alert (another name for suspicious) merchant would toss at you, be he in Hagerstown, Modesto or Baranquilla.

And if you reply, "Well, all right, o.k., so consumer demand's important, that's the same as here but what can one do in Latin-America?" If you say that, then the answer is just ABC simple. The procedure is scarcely any different from developing sales in North Dakota. Radio stations exist, similar to the ones you've worked with here; newspapers abound. And posters, hand material, sound trucks, 16 mm movies, sampling, novelties, direct-mail—they're all there, just as they are in the U. S. at your command. You can follow your same old pattern!

The radio stations, of course, aren't WGN's, but then neither are the rank and file of U. S. stations. And they have some practices, such as being on the air for only a few hours a day, silent during siesta hour, playing rec-



Personal de la oficina for Sterling Products International in Managua, Nicaragua.

WHO IS STERLING PRODUCTS INTERNATIONAL?

... the export division of the Sterling Drug set-up (U.S.) handling sales all over the globe, but emphasizing Latin-America at the moment, of such products as Glostora, Castoria, Phillips Milk of Magnesia, Molle, Watkins, Dr. Lyons, etc. Sydney Ross Co., a wholly-owned subsidiary, adds Mejoral (aspirin), Ross Pills (laxative), Vigoron (tonic pills), Adams (for colds) and other products to the line. A personnel of 1,800—all on salary—is scattered throughout the territory which extends, in any direction, 25,000 miles from Newark.



Sterling Products International's office in Honduras.



Photos on opposite page
by Ewing Galloway

ords, records, records, shouting announcements in groups of six, selling "position" among the six, etc., that'll strike you as odd. But what of it? Even so they're still the things to which "consumers"—your potential customers—listen. And the public mind is the public mind regardless of where you meet it.

The newspapers are o.k. Some of them could cop journalistic prizes. The magazines are fair, considering the fewer families they have as circulation potential. And the trade papers do a job—just as they do here. The rates of all of them are simply gorgeous!

Then off in the backwoods, outside the urban spots, radio and newspapers can be forgotten. There, use your handbills, your sound trucks, your ciné shows—just modernize the old "medicine show" routine. It worked before and still does. The point is that there's no real hurdle in Latin-American selling at all. A modicum of common sense suffices on any of the small problems that bob up from time to time.

Shipping Is No Obstacle

Shipping? Sure, at the moment, it's tough (though probably less tough than you think). But can't you manufacture locally? Can't you send down a concentrate? Can't local ingredients, local packers, local bottles, local printing, etc., remove a big part of your shipping problems? Can't this bright-eyed chap of yours supervise production, too? Our men aren't geni, yet they do all these things sweetly; sleepless nights are few.

And don't keep mentioning buying power. Everything's relative. If incomes are low, so are expenses, both yours and the consumers'. There's José Robles in Iquique (that's in Tarapacá, Chile, just like Oshkosh is in Wisconsin, U. S. A. If you're going to dislike markets simply because their names strike you as funny, you dope, what're you doing in Kalamazoo and Punxsutawney?). José has itches and urges, ambitions and appetites that are surprisingly similar to those of Joe Roberts of Albuquerque. If you can sell Joe, you can sell José.

So what're you waiting for? The people are there, so are the pesos (or colones or bolivares). They aren't fictional characters; there are folks there who'd be real prospects for your product if you'd let them. Colombia's larger than Ohio, almost tie with California - Oregon - Washington. Brazil's equal to the Maine to Florida lineup, including all of New York state. If you skip Latin-America, you're skipping something real!

(Right) One Flint, Michigan, hardware dealer built a big store promotion around the paint brush salvage drive, dramatizing the collection with a wooden tank placed at the store entrance.

(Below) Over 5,000 persons attended the Princeton, Indiana, rally which touched off the coast-to-coast drive for old paint brushes.



Devoe Salvages Millions of Used Paint Brushes to Lick Bristle Famine

Brushes are critical war materials. Huge quantities are required both by Government and industry. When pig bristle supplies from China were cut off, Devoe & Raynolds started a nation-wide reclaiming drive and supplemented stocks obtained from salvage by gathering and dressing domestic pig bristle.

HOSIERY and paint brushes have little in common, but the biggest headache either industry ever faced sprang from the same cause at the same time: the shutting off of normal sources of supply in the Far East due to the World War.

In the case of paint brushes, the raw materials—wild pig bristles—had been coming from China.

The hosiery industry is meeting its current demands to a large extent through the use of rayon. But in the brush industry the use of synthetics is still in its infancy, and while synthetic bristles are satisfactory, there is not a sufficient supply of synthetic bristles available to make all the millions of paint brushes the country needs in war times.

Devoe & Raynolds, one of the oldest and largest firms in the paint and brush business, began to worry about the loss of supplies from China some months before they were actually cut

off. How they finally met the situation by sponsorship of a campaign for reclaiming used paint brushes, and by finding a way to utilize domestic pig bristle, makes this story. So far as the reclaiming drive goes, a sufficient volume of "scrap" had been gathered by the middle of November* to put a factory in production using reclaimed and domestic bristle alone. Through multiple channels the company continues to stimulate the flow of used brushes, so that production can be sustained, it is hoped, for the duration of the war.

Wanted: Discarded Brushes

Just as the hairpin industry makes its profit out of the pins women lose, and the salt manufacturer his profit out of the salt women throw away, so the paint brush industry has cashed in because you and I and John Doe never

seem to have enough energy (or the proper solvent) to clean the brush properly the moment we finish a paint job. We habitually stick the used brush into a can of water. The water evaporates, the brush dries into a rectangle hard enough to use for a chisel, and then it's too late to save the brush. Upon this common pattern of behavior Devoe & Raynolds built their nation-wide reclamation plan.

How many millions of used and discarded paint brushes there are in this country, nobody knows. Not even Devoe & Raynolds could make a good guess. But they knew the figure was astronomical.

Early last year A. H. Mohrhusen, manager of the brush division of D. & R., laid out a plan for salvaging old paint brushes. It was really a part of a larger program for keeping Government and industry supplied with paint brushes during the national emergency. He took that plan to Washington in April.

Devoe & Raynolds sought both government approval of their plan, and government participation in it. By way of proving that an adequate supply of brushes is vital to the war program (to those in the War Department it scarcely needed documentation), they pointed out that the nation's armed forces yearly require mil-

* The drive opened April, 1942.



Princeton, Indiana—site of one of the Devoe & Raynolds brush factories—turned out en masse to hear Sales Manager Mohrhussen keynote the nation-wide hunt for used paint brushes. Rallies in scores of other towns and cities followed.

When Devoe sponsored the "world premiere" of the brush salvage drive in Princeton, Indiana, delegations from dozens of towns in the neighborhood arrived by special bus—this one came from Evansville.



lions of pounds of bristle* for paint brushes for painting at air fields and in cantonments, for the painting of ships to head off the ravages of salt water, for camouflage, and even for the application of slush oil which is usually brushed over heavy machinery and castings to protect them while in transit. (Even in peacetime, it is not uncommon for a large airfield to use a quarter of a million brushes yearly.)

Added to Uncle Sam's colossal requirements were the currently swollen needs of private industry, particularly shipyards and plants handling huge war orders for equipment and supplies. Even certain civilian needs for brushes are important enough to warrant priority rating; farm buildings, for example, if not properly cared for, quickly depreciate. There are many places where brushes for sweeping up waste are necessary to the maintenance of public health. Further—and to mention but one vital industrial use—nothing has been found to take the place of bristle in "dabbing" wool.

There was good reason, therefore, why Devoe & Raynolds felt that by working out a practical program for developing new sources of supply for the brush industry, they would not only be following a logical course to sustain the brush division of their business, but would be contributing substantially to the winning of the war. To Devoe, an old company that had participated in four wars, this opportunity to be of service was both a challenge and a mandate.

Through the Bureau of Conservation, the company suggested to the Government that a nation-wide campaign be undertaken to collect old paint brushes for remanufacture. At the same time, they asked the Govern-

ment itself to participate by arranging to salvage bristle from Army and Navy painting operations, to be turned in within one year.

Devoe & Raynolds, through their own organization, proposed to launch a nation-wide campaign to collect old paint brushes from industry, from painting contractors, and from private homes.

Part II of the proposal laid before official Washington called for immediate exploration of ways to begin to utilize domestic pig bristle. (Two factors have thus far prevented wide-scale use of domestic pig bristle by the brush industry: 1. The high cost of labor and the amount of time which would be required to gather the bristle as hogs go through the packing house process, and 2. The fact that U. S. hogs are slaughtered before they grow old enough to grow the long bristles needed for large brushes. Actually, the quality of some domestic hog hair is as high as the quality of the wild hog hair we had been getting from China.)

A Brush Hunt Is Launched

When the Government flashed the green light and said, "Go ahead," Devoe immediately marshalled its own organization for the coast-to-coast paint-brush hunt. Branch managers and salesmen, and the 54 retail stores and their salespeople, all pitched in.

On June 8, over 100,000 copies of "Brush Brevities," Devoe house organ, carried the first announcement to dealers, distributors, painting contractors, ship builders—to every name in the Devoe files that represented a potential source of used paint brushes.

With the announcement went a specification sheet showing how much the company would pay for brushes of certain sizes and lengths. There were

these simple provisos:

The company agreed to pay the freight on all shipments of 100 pounds or over.

The company was to be the final judge on the value of the brushes sent in. ("Obviously you won't ask us to remit for brushes that are preponderantly horsehair or fibre, nor will you ask us to accept bristle which has been burned by some strong chemical, thus making it valueless for painting.")

An invoice sheet was to be mailed, ahead of each shipment, to Devoe & Raynolds, and a duplicate was to be included with the shipment itself.

Brushes less than two inches wide or with bristle length clear less than two and one half inches, were not acceptable.

Detailed instructions were given on how to grade and list brushes. Suggestions were made about organizing local drives and enlisting the cooperation of such groups as Boy Scouts, USO, 4-H Clubs, and so on. There was a full list of the addresses of all retail stores and branches of Devoe & Raynolds and its subsidiaries, Wadsworth Howland Co., and Peaslee Gaulbert Paint and Varnish Co., which were to serve as information centers and collection depots.

Unfolded, the back of the broadside became a red, white and blue poster to shout the news that "Uncle Sam Needs Your Old Brushes." The Devoe & Raynolds name did not appear on it anywhere.

Several weeks later the premiere of a series of meetings designed to get the message over personally to painters and civic and patriotic organizations, was held in the little town of Princeton, Indiana, where the company had just established a brush factory.

Enlistment of the Princeton Chamber of Commerce in the project brought about a whole chain of pro-

*Interesting statistic: One standard 4" brush has 47,000 bristles.

motion in the small towns in nearby sections of Indiana, Illinois and Kentucky. Talks were made before Rotary, Kiwanis and American Legion groups. Interest mounted. Evansville, Indiana, immediately started its own brush gathering campaign and chartered a Greyhound bus to take a delegation of civic and business leaders to the Princeton rally. By the time the rally came off, there were similar delegations from a score of towns roundabout, and there were five bands in the Princeton Armory.

Over 5,000 people thronged to the "preview" in the little town whose total population was only 7,200. It was a big day in Princeton.

On that day—Thursday, June 18—the major part of the space in the Princeton *Clarion-News* was given over to coverage of the paint brush salvage campaign. Devoe, seeing the opportunity for further beneficial publicity, had 10,000 copies of the newspaper run off for mailing to the company's distributors from coast-to-coast. "This reprint," said Mr. Mohrhussen, "had a far more telling effect in stimulating dealer and distributor cooperation than the original mailing."

Extra Dollars for Salesmen

By now the full force of the home office sales and promotion departments had been organized behind the drive. Devoe's own sales forces (they have a marine department, railroad department, trade sales department, and an industrial paint department reaching contractors) were out talking paint brush reclamation on every call. Their full support was enlisted by an incentive in the form of an 8% commission; i.e., if a salesman negotiated the purchase of \$1,000 worth of old brushes in one month, he earned an extra \$80. In the event of extraordinary quality, the men were permitted to negotiate contracts on the basis of prices slightly higher than shown on the printed price list, but on these there was a narrower rate of commission. (The company topped off its appeal to the salesmen by pointing out that "your 8% commission will amount to 10¾% in 1952 if invested in War Bonds.")

Nor was the brush-hunt without its own special sales strategy. The salesmen were asked to open each interview with these words, "Mr. Dealer, would you trade five minutes of your time for five dollars?" The response to this question touched off the story of the brush reclamation campaign, and invariably led to a trip to the back room where old paint brushes were stacked up. The dealer who did not



Window displays like this helped to stimulate brush collection in many a city and town.

have at least five dollars' worth was the exception. The dealer was pleased at getting the extra income from an unexpected source, the salesman pocketed the extra commission, and Devoe & Reynolds had that many more brushes to throw into the hopper for salvage.

The drive gained momentum through more meetings, through window displays in Devoe stores, through business paper advertising, through talks made before painter groups in many cities. In Buffalo every fire house became a collecting agency, and the firemen held two huge parties with the paint contractors in the interests of the drive. A local organization called the Good Will Institute helped; so did the Boy Scouts and the U.S.O. Even Bundles for Britain hooked onto the drive in some centers as a means for raising money and doing a patriotic service at the same time.

"Bambi" and Kids Dig In

In Des Moines a local theater group tied up the brush campaign with showings of "Bambi." Kids were asked to dig into the cellar at home—and next door, and down the block—to find old paint brushes and to bring them to the theater. It was assumed that some of the dimes and quarters and dollars thus earned might, in turn, be spent for theater tickets.

And so the brushes rolled in. Among the Government departments from which purchases were made were the United States Military Academy at West Point, the Forest Service of the United States Department of Agriculture at White Sulphur Springs, and the Forest Service at Missoula, Montana. In the month of September alone one of the field managers dug up \$11,516.95 worth of old brushes. Nearly 6,000 brushes were purchased in one place. Thousands of pounds

of brushes were collected by one Flint, Michigan, hardware dealer who devoted all of his windows and his store entrance to the drive. He used quarter, half and full page newspaper advertising to stimulate the flow of brushes from his trading area.

Of all the sources that have been tapped for used brushes, the painting contractors have turned in the greatest volume. Second best classifications were industrial, with special emphasis on ship builders.

With the brush reclamation drive well under way, Devoe started to experiment with domestic hog bristles. Laboratory tests were satisfactory, so a carload of 23,000 pounds of domestic bristle was purchased.

Now the company had a brand new problem on its hands. The trouble: America, a non-bristle producing country, did not afford a reservoir of skilled manpower for bristle-dressing. So far as anyone knew, there simply weren't enough bristle dressers in America to dress the quantity of domestic bristle Devoe & Reynolds would want to purchase.

Refugees Oversee Production

Mr. Mohrhussen thought of all the thousands of refugees who have come to this country in recent months, fleeing Hitler's "New Order." Might there be some bristle dressers among them? At least it was worth some inquiry.

Through the Hebrew Sheltering & Immigrant Aid Society, National Refugee Service, and other organizations, a call was broadcast for men versed in bristle-dressing. Some well qualified candidates turned up, and today at the Princeton brush plant, young American workers are learning an old art under the tutelage of veterans from European workshops.

One workman was found to be born in Alsace Lorraine, a member of the fourth generation of bristle dressers. Following invasion of the Low Countries, he became a lieutenant in the French Army. He fled to North Africa after the fall of France, and came to America in May of this year. Another expert was found among the refugees who was a native of Vienna, who left Vienna with the Anschluss.

A third hailed from Nuremberg, Bavaria, where he had operated his own bristle dressing plant since 1913. This man's background was particularly interesting. His bristle factory supplied his brush factory, which operated affiliated plants manufacturing handles and ferrules. Much of the sales work was carried on by the owner, and his sales travels took him once

SALES MANAGEMENT

or twice a year to key cities in Switzerland, Austria, Yugoslavia, Hungary, Rumania and Turkey, and to the Scandinavian Peninsula. One of his specialties was a shaving brush made entirely of feathers!

In such a way did Devoe gather the craftsmen to supervise the production side of the new enterprise.

The next step was to seek the assistance of the United States Department of Agriculture, Bureau of Animal Husbandry to enlist 4-H Clubs, state universities, extension bureaus, etc., in helping to gather bristle from the 50 million hogs which annually are slaughtered on American farms. This phase of the campaign is only now getting under way. It involves a high degree of organization, since the young people whose cooperation is sought must be told how to gather

bristle, and central gathering points must be established.

Production of brushes from reclaimed bristle began in late 1942. They are being marketed under the brand name "Unicorn".* The famed "Superkleen" brand, introduced in 1932 to identify Devoe & Reynolds paint brushes, has been retired for the duration. The company frankly expects "Unicorn" to die shortly after our next Armistice Day.

Meanwhile resourcefulness and American ingenuity have licked another problem tossed into the lap of business by the God of War. There will continue to be brushes for the multitudinous needs of the Victory Army.

*Suggested by the fact that the Government now requires all brushes to contain 45% horsehair to "stretch" the bristle supply.

hate and cruelty. That's why everybody, old and young, must do all he can to win." In each ad typographical emphasis is placed on the appeal to buy more War Bonds.

Although created originally for Stroehman Brothers, the series is being widely used by other Quality Baker members.

Farm Commandos

This will be a trying year for consumers and producers of food. Faced by the biggest challenge in the country's agricultural history, farmers will be struggling to meet the enormous demands of the home and battle fronts under the double handicap of limited equipment supplies and manpower deficiencies. The Allis-Chalmers Tractor Division, using four-color, full-page copy in farm magazines, has launched a campaign to bring farm equipment already in use to peak operating efficiency and at the same time to help its dealers stay in business for the duration.

Allis-Chalmers reminds farmers that 98% of farm production in 1943 must be done by machinery now on the farms; tells them that there is not a moment to lose, that every tractor, every machine, must be put in first class working condition now, for growing and harvesting the most crucial crop in history. And by way of stressing the link between this job and the war effort, the company has designed a red, white and blue "Farm Commando" emblem—a sort of parallel to the Army-Navy "E"—which can be applied in transfer form to any A-C machine pronounced ready for top performance by an A-C dealer.

The emblem, a poised red eagle against a blue background, bears the legend: "Farm Commando, Ready to Roll. . . ." It is shown in the ads, which also build expectant interest in the machinery and tractor schools to be conducted by local A-C dealers.

Home office and branch men are laying the groundwork for the full dealer service program, while other branch men are being trained to give farmers expert advice and to instruct semi-skilled men how to handle repair and rebuilding jobs in dealers' shops.

The campaign, running in national, sectional and state farm publications, will be used as a dragnet to get every available piece of equipment into service. A "Commando-gram" coupon in the ads provides a medium of exchange between farmers who want to sell or buy equipment. In addition, post card mailings invite farmers to list with their dealers machines they want to get rid of or which they may want to buy, while Farm Commando

Campaigns and Marketing

Skies of Tomorrow

There'll be a lot of strange goings-on in the skies of the future. That's the theme of the campaign now being run by Western Airlines, dealing with new developments in air transportation that would be available if the war should end one of these days. Copy has been appearing in all Los Angeles and online newspapers between San Diego and Lethbridge, Canada, and in *United States News*, *American Aviation* and *Western Flying*.

A footnote in each ad supplies a fact basis for the statements made in the text, which might otherwise sound like a Buck Rogers fable. Copy talks about 2c-a-mile air travel, glider trains and glider pick-ups, long distance stratosphere travel, etc. Painted bulletins and 24-sheet posters in the Los Angeles metropolitan area carry shorter versions of the newspaper and magazine themes, though with more wordage than is normally used in poster messages—allowance being made for the slower automobile traffic and the greater number of pedestrians resulting from gas rationing and the 35-mile speed limit.

West-Marquis, Los Angeles, is the agency.

Not Bread Alone

Quality Bakers of America have prepared an institutional newspaper campaign for Stroehman Brothers Company, one of their members, in which Bill Jones, war worker, sets an example for individual participation in

WHEN UNCLE SAM TALKS NUTRITION
He means You!

STROEHMANN BROTHERS COMPANY
BAKERS OF PRIDE-WINNER-BREAD

One of a series of twelve ads prepared by Quality Bakers of America for Stroehman Brothers Co., in which "Bill" talks homey language about nutrition and the war job to be done.

the war. Throughout the entire series of twelve ads Bill talks plain, homey language about the job that has to be done, about faith and sacrifice and the things that each one of us cannot afford not to do. In one ad, Bill, congratulating his father, who is past 60 and has gone back to work, says: "There's no age limit in this kind of war. Fascism has no use for old people. It kills the souls of children with

Headquarters ads, in local papers, give them their own classified section in which they can advertise their needs for equipment, land, workers, etc.

Bert S. Gittins, Milwaukee, is the agency.

Beer in the War

In a large space campaign in Fort Wayne, Northern Indiana and Ohio newspapers, Centlivre Brewing Corp. has been explaining the brewing industry's role in wartime, telling the people in those sections a few things about beer and breweries they are not likely to hear from the renascent dry agitators. Copy talks about beer as an important aid to the relaxation of a people at war, but only incidentally, dwelling instead chiefly on common hopes, aims and responsibilities in relation to the war.

In one ad a typical friendly citizen welcomes the newcomers whom the war has brought to Fort Wayne. Another defines the brewery's job today as doing "everything possible to promote the war effort; to contribute as liberally as possible of personnel, equipment and finances to all the vital activities that are definitely a civilian responsibility . . . an 'all-out' job of participation in any cause where we can be even remotely helpful . . . and to conduct our industry from brewery to tavern in such a manner to merit praise from both *civilian* and *military*."

All the ads emphasize the huge revenues the brewery industry is pouring into the nation's war chest. "The brewing industry paid \$348,876,726.00 in taxes to the Federal Government last year. Think of what you can do with that much money. \$348,876,726.00 is enough to buy about 43 destroyers or 58 submarines or 1000 4-engine bombers or 3,488 fighting planes."

Westheimer and Co., St. Louis, is the agency.

Scott at Sea

Scott Radio, with nothing to sell to the public, recently has inaugurated a general institutional advertising program. It does not choose to be forgotten when the war ends. Full-page ads will appear, in black and white, in *Time*, *Fortune*, *National Geographic*, *Newsweek* and *New Yorker*, staggered from now until July 1. It has an unique story to tell.

The E. H. Scott Radio Laboratories, Inc., of Chicago, for years has concentrated its efforts on a high-priced, high quality set, largely hand-built; never entered "production line" output.

[24]



This simple advertisement for York Ice Machinery Corp., featuring a small red, white and blue card which read, "If it won't help win the war forget it," brought a flood of comment from war plant executives, government officials, teachers, and Army and Navy men. The statement, by S. E. Lauer, president of the York corporation, became the credo for all company employes. J. M. Mathes, Inc., New York City, is the agency.

When the Government clamped down on radio production for the general public last spring, Scott, like all other radio makers, was in effect out of business.

However, a special problem arose. U-boats were sinking ships wholesale, especially in the Atlantic. Very soon it was learned that any ordinary receiving set would re-broadcast a signal while receiving. The result was that a receiving set became a deadly peril on any sea-going ship. A U-boat could pick up this rebroadcast signal as far away as 100 miles and come in "on the beam."

Immediately the Government barred all radio receiving sets on ships of 1,600 tons and upward. Seamen were forbidden to carry sets aboard. That meant that ships sailed without "ears," in silence, and with crews desperately interested in what was going on in the world; it was bad for morale. The Government conceded that if a radio that would not re-broadcast signals could be produced, it would be an amazing help because ships could keep better informed and the men would be happier.

Scott went to work on the idea and in a remarkably short time had the solution. It now has a unit which, it is claimed, no U-boat can detect by rebroadcast signal at even 25 feet. After tests it was approved for use on both regular broadcasts and short wave, es-

sential to good reception far from land under difficult shipboard conditions.

That job done, Scott was permitted—or rather directed—to proceed to manufacture its new receiving set for tankers, merchantmen and ships of every kind active in national defense and in the war. With the ban against manufacture thus lifted, Scott started promotion to make its radio known to its specialized field. To educate and inform the marine field, it started an advertising campaign in such publications as *Marine Engineering and Shipping Review*, *Marine News*, *Pacific Marine Review* and the magazine of the U. S. Navy League known as *Sea Power*.

The advertising warns all sea-going men of the perils of using ordinary radio receiving sets on shipboard, explaining that silence is no longer necessary because of fear of attracting torpedoes.

Earle Ludgin, Chicago, is the advertising agency.

Radio News

"Snow Village" serialized version of "Snow Village Sketches," which ran for more than a year on the Kate Smith hour, is heard in place of "Against the Storm" on NBC, Mondays through Fridays. In the commercials Procter & Gamble plug White Laundry Soap. Compton Advertising, New York City, places the account.

The Carnation Co., with NBC since 1931, has renewed the "Carnation Contented Program," over a 63-station network. Through Erwin, Wasey, Chicago.

Beginning January 10, Westinghouse sponsors a new half-hour show on Sunday afternoons, featuring John Charles Thomas as singing star and master of ceremonies, John Nesbitt as story teller, a concert orchestra directed by Mark Warnow and a chorus conducted by Lyn Murray.

Gulden's Mustard buys time on WABC twice a week for a program of records and transcriptions, starting January 6. Charles W. Hoyt Co., New York City, is the agency.

Wrigley's three full-network programs on CBS have been completely war-slanted. "The First Line," through J. Walter Thompson, Chicago, dramatizes the history and exploits of the Navy. "Sergeant Gene Autry" features heroism in the Army Air Force, while Ben Bernie, on his program, cooperates with OWI and the United States Employment Service by explaining to his audience how they personally can help solve war manpower problems. Arthur Meyerhof & Co., Chicago, places both accounts.

SALES MANAGEMENT

Try to pick the county jailbird graduates from the regular cannery workers. Manpower salvage expert Milt Kottinger, California Conserving Co.'s assistant general sales manager, says it can't be done.



Milt Kottinger (center) gives a sales talk to reclaimed manpower representatives on why it is important to get this year's tomato crop packed.

C-H-B Salvages "Scrap Manpower" To Save Huge Tomato Pack

California Conserving Co. had sizable government orders for canned tomatoes. But when the crop was ripe, they couldn't uncover sufficient labor. An alert sales executive solved the problem in an unusual way: by taking men out of jail and putting them on production machinery under parole.

(California Conserving Co., with headquarters in San Francisco, in peace time are the producers of California Home Brands (C-H-B) table delicacies, including pickles, relishes, preserved fruits, catsup, vinegar, etc.—THE EDITORS.)

MILT KOTTINGER, assistant sales manager, California Conserving Co., Inc., recently found himself the center of an exciting manpower salvage campaign in San Francisco that took unemployables from the county jail and from the city's famous skid-row, turning them almost overnight into respectable cannery workers who helped to save C-H-B's tomato pack. Approximately 300,000 more cases of tomatoes were packed and processed this year than were handled in 1941—and a very high percentage of the total pack goes to the Government.

Mr. Kottinger was persuaded to tell the story of his manpower salvage campaign to SALES MANAGEMENT, al-

though he is a modest soul, because he wants to persuade other sales managers and business executives to realize that salvaging scrap manhours is as important as salvaging and sorting scrap metals, and equally important in winning the war. Here is Mr. Kottinger's story:

"Around August, the tomatoes started to come in. We had big Army contracts. We had the tomatoes. But we had no packers. The tomatoes were rotting. We were frantic for help. Ordinarily, in the canning season, we employ about 1,700 men and women. We were short easily half of that number—and about 300,000 more cases than usual to pack.

"The first thing we did was to recruit about sixty men working in various downtown offices for night-shift or week-end work at our cannery. These included an advertising manager from the wholesale grocery field, the son of one of our railroad

officials, some of the account executives from our own advertising agency, the office manager of one of the big paper firms, also the sales manager—all people we knew personally. This group of sixty formed the nucleus for other recruits, since each brought in friends. These volunteers worked staggered hours, as their normal occupations permitted.

"Another thing we did at the beginning of the crisis was to call in thirty-six of our field salesmen from the road (those in nearby territories) and put them to work temporarily on key jobs in the cannery (running important machines, etc.).

"At the same time, we were in touch with the employment agencies, doing their best to help us. One in Tucson, Arizona, sent us a couple of busloads of border ruffians. Practically all were drunk and acting up badly. We retrieved a few of these and got them to work, but they actually did us little good. The general superintendent of the cannery telephoned me one day and asked me to come to Hayward to see what I could do with them.

"In the process of helping to manage these tough boys from Arizona and parts south, it dawned on me that, if we were going to a lot of trouble with the scum from other

330 East 22nd Street



CHICAGO, ILLINOIS

Dear American:

Hitler has just 30 days left in which to win. Within the next month his armies may yet knock Russia completely out of the war and then turn all their mechanized might westward against Britain. This is the crisis, but remember:

This is also Hitler's last chance for victory before America can mobilize its manpower and its airpower for an irresistible second front.

If Russia can hold in the East this autumn, Hitler knows -- and all the German people know -- that next spring clouds of

330 East 22nd Street



CHICAGO, ILLINOIS

Dear American:

This is the cataclysmic beginning of the American century. In every country on the face of the globe, men of good will are looking to America for their hope of freedom.

In the concentration camps of Germany and the bitter, silent streets of France, in Serbia's guerrilla-torn hills and in the lonely, ancient harbors of Crete, enslaved workers and hunted men secretly tune in their radios, meet in hidden places and whisper to each other -- about America.

Russian muzhiks, Philippine taos, Chinese coolies -- the German Dutch, the grim Norwegians and the fierce, hungry American tanks, -- listen for the rumble of American planes, wait and pray for the day when American planes will sweep their roads.

TIME 9 ROCKEFELLER

Dear Reader:

TIME's editorial office in month.

It was nothing but bamboo ter and our correspondent was biggest cockroaches in town.

TIME's editorial office hand, is not only one of the without doubt the most com conditioned, to help the matter what the mercury r

But in TIME's office to 110 and nothing can

There are two big zine in the Associated greatest independent

1. To verify
2. To catch

In Rio and Chi Moscow and San Ant nents TIME's men special reports every printed wor asked the Washing newspaper report

A large prints is to complete. An firmed rumor news you will

So tr

Here are the Sweepstakes Winners!

● **THESE ARE** the circulation letters which pulled best this year in the test mailings on which TIME's Invitation Sweepstakes for advertising people was based.

Four contestants ranked all eight of the letters in their right order and each won the top prize of a \$1000 U. S. War Bond. Four more contestants ranked the first six letters in order and won a \$500 U. S. War Bond. Twelve won the \$100 U. S. War Bond which was offered to those who made only two mistakes.

The actual order of pulling power as determined by our mailing tests cannot yet be announced because some of the letters were included in another contest for another group--and this contest has not yet closed. But on or about January 15th, every entrant will be personally informed of the final standing of the letters, so he can compare his own ranking.

Here are the names of those who received a \$1000 War Bond each for ranking all eight of the letters in their correct pulling positions:

BUTLER DOOLITTLE, Sales Prom. Mgr.
Goodyear Tire & Rubber Co.

HENRY R. GALL, President
Brearley Service Organization, New York City

P. M. MURRAY, Chicago Manager
Hartford Steam Boiler Inspection & Ins. Co.

H. E. SMITH, Acct. Executive
Stevenson & Scott, Ltd., Montreal

Each of the following won a \$500 War Bond for putting the first six letters in their correct positions:

E. A. LARNER, Vice-President
Employers Liability Assurance Corp.

MURDOCK PEMBERTON, Advertising Dept.
American Can Co.

TIME

The National Newsmagazine

CHICAGO, ILLINOIS

TO SAVE YOU TIME—TO MAKE THE NEWS MAKE SENSE

Dear American:

Your best informed friends are not the only ones who read TIME. In Washington more key men read TIME than read any other magazine -- two out of three in almost every important office.

Men as busy as Donald Nelson and Leon Henderson make time to read TIME regularly. Men with the fact-finding facilities of Cordell Hull and Paul McNutt and General Marshall still turn to TIME for help in getting all the news they need quickly, accurately, understandingly.

In London it is the same story. Winston Churchill and Lady Astor, Lord Beaverbrook and Dr. Wellington Koo, Montague Norman of the Bank of England and Sir Walter Citrine of the Labor Council -- these and hundreds of other leaders pay double to have TIME flown to them clear across the Atlantic.

"TIME is the world's best weekly," said Lord Wedgwood, subscribing for the House of Lords.

Jawaharlal Nehru in his jail at Poona, Mme Chiang Kai-shek in far Chungking, President Avila Camacho in Mexico, even Nazi Hermann Goering (when he can get it) count on TIME for accurate, balanced world news they can get no other way.

Here at home more than 450,000 business executives read TIME each week. And within the last 90 days group after group of men and women who have to be well-informed -- radio commentators, doctors, school principals, the men listed in Who's Who, the editors of America's leading newspapers -- all have voted that TIME IS THE MOST IMPORTANT MAGAZINE IN AMERICA!

I am almost sure that TIME can be just as valuable to you as it is to your well-informed friends and all these other busy people --

save you countless hours by sifting through thousands of news words for you each week ...

JOSEPH T. SIMPSON, Asst. Adv. Mgr.
Harrisburg Steel Co.

THOMAS CARTLEDGE, Vice-President
The Linde Air Products Co., New York City

And here are the twelve people who won \$100 War Bonds for putting any six of the letters in the correct positions:

GEORGE H. CHAPMAN, Business Mgr.
The Lawyers Co-operative Pub. Co.

HAROLD R. DEAL, Adv. Mgr.
Tidewater Associated Oil Co.

G. P. KURTZ, Account Executive
G. M. Basford Agency, Cleveland

S. E. LONGMAID, Vice-President
Esterbrook Steel Pen Co.

LAURENCE O. PRATT, Acct. Executive
Batten, Barton, Durstine & Osborn

GEORGE L. RUSSELL JR., President
John B. Stetson Co.

NORMAN A. SCHUELE, Adv. Mgr.
Revere Copper & Brass, Inc.

MISS L. SHAPIRO, Asst. Adv. Mgr.
Longines-Wittnauer Co.

K. E. SABOE, Industrial Sales Mgr.
Iron Fireman Mfg. Co.

K. J. SOLON, Sales Dept.
Owens-Illinois Can Co.

CARL SOTTUNG, Acct. Executive
Albert Frank-Guenther Law Advertising Agency

W. A. STONE, Adv. Mgr.
Manger Hotels, New York City

TIME congratulates the winners—and hopes that next fall conditions will be such that Shepard Spink may hold a return engagement of this event.





One of Continental Conserving Co.'s salvaged men is introduced to a clean bed at the cannery dormitory. Beds and blankets are free—and no one gets cold.

cities, why not see what could be done with our own skidrow boys? I knew that some of our socially-minded judges were trying to inaugurate a rehabilitation program among men regarded as unemployable.

"With the approval of the men in charge of San Francisco's branch of the U. S. Employment Service, I went to see Municipal Judge George B. Harris who, together with Jack Lane, of the Employment Service, is doing a marvellous job here. I told Judge Harris that we would be willing to take men out of the county jail and put them to work in our plant. He approved of the idea.

"We visited the jail and picked our men. We took them out of jail, broke of course, with few clothes and nowhere to live. We had the immediate problem of making them look respectable, of feeding and housing them. We built barracks out of freight sheds, remodelling them with showers, plumbing and necessary conveniences, put in army cots with mattresses and blankets, advanced every man a meal ticket on the cannery cafeteria, and, if they needed them, bought them shoes or socks or shirts. Their food and any necessary clothing was deducted from the pay checks they subsequently received, computed at the regular union scale.

"We were getting a fair number of likely workers this way, but we were not getting them fast enough for the incoming tomatoes. For one thing,

there was a fairly complicated legal procedure in getting the men released from their sentences and paroled to work in the cannery. It took about two days for each man. I didn't see why we couldn't get the men before they were put in jail, and this started a new chapter in our manpower salvage program.

"Judge Twain Michelsen handles most of the misdemeanor cases. Every morning for three weeks I sat on the bench with Judge Michelsen and as the misdemeanor and drunk charges came up, the judge explained to each of the men involved that I was there to give them a job if they wanted to work and were physically and mentally fit to work. He then sentenced each man to the county jail in accordance with his offense and suspended the sentence, placing him on probation under my supervision.

"The first thing I did each morning after I got my quota of men was to give them a sales talk right there in the corridor of the jail. The sales talk didn't have many words. It began, after a brief explanation of our purpose, by taking them downstairs and buying them each a package of cigarettes. After that we bought them a good hot breakfast and transported them to our barracks at Hayward where they were requested to take a shower, shave and make themselves look presentable.

"The cigarettes, the breakfast, the transportation to our plant, razor

blades, soap and towel were all free and so were the beds. The only thing the men paid for was the food they ate in the company cafeteria (we gave them an advance meal ticket to tide them over to pay day) and any essential clothing we had to buy for them.

"All this was part of our sales talk—action rather than too many words. But the biggest sales talk of all was this: instead of taking these men and signing them up in the personnel office, we signed them up in the barracks and gave them their work badge the same as the other cannery workers wore. There was no special identification or anything to set them apart from their fellow workers, men and women, or to let the regular workers know they had come out of jail.

"If they got tough—too tough to handle—they were brought back to San Francisco and usually returned to jail. I had to hit a few of them, for the effect on the rest. And let me tell you, they'd rather be hit hard, man to man, when they know they've got it coming, than be pushed around. You can't take hundreds of men out of jail and off skidrow without a few of them breaking loose once in a while. When kindness didn't work, we had to use fists.

"One guy said to me: 'Who the hell do you think you are?' I hit him hard—no gentle push—and he was bloody. So I said: 'Come along, you big stiff,' and I washed his face. Then I gave him four bits and told him to get the hell out. The rest of the guys understood.

80% Stay On the Job

"During the six months of our salvage experiment, it was to be expected that some would skip out. If they were picked up, as they usually were, they were sent back to the county jail for the full term of the original sentence from which they had been probationed. About 80% stayed on the job.

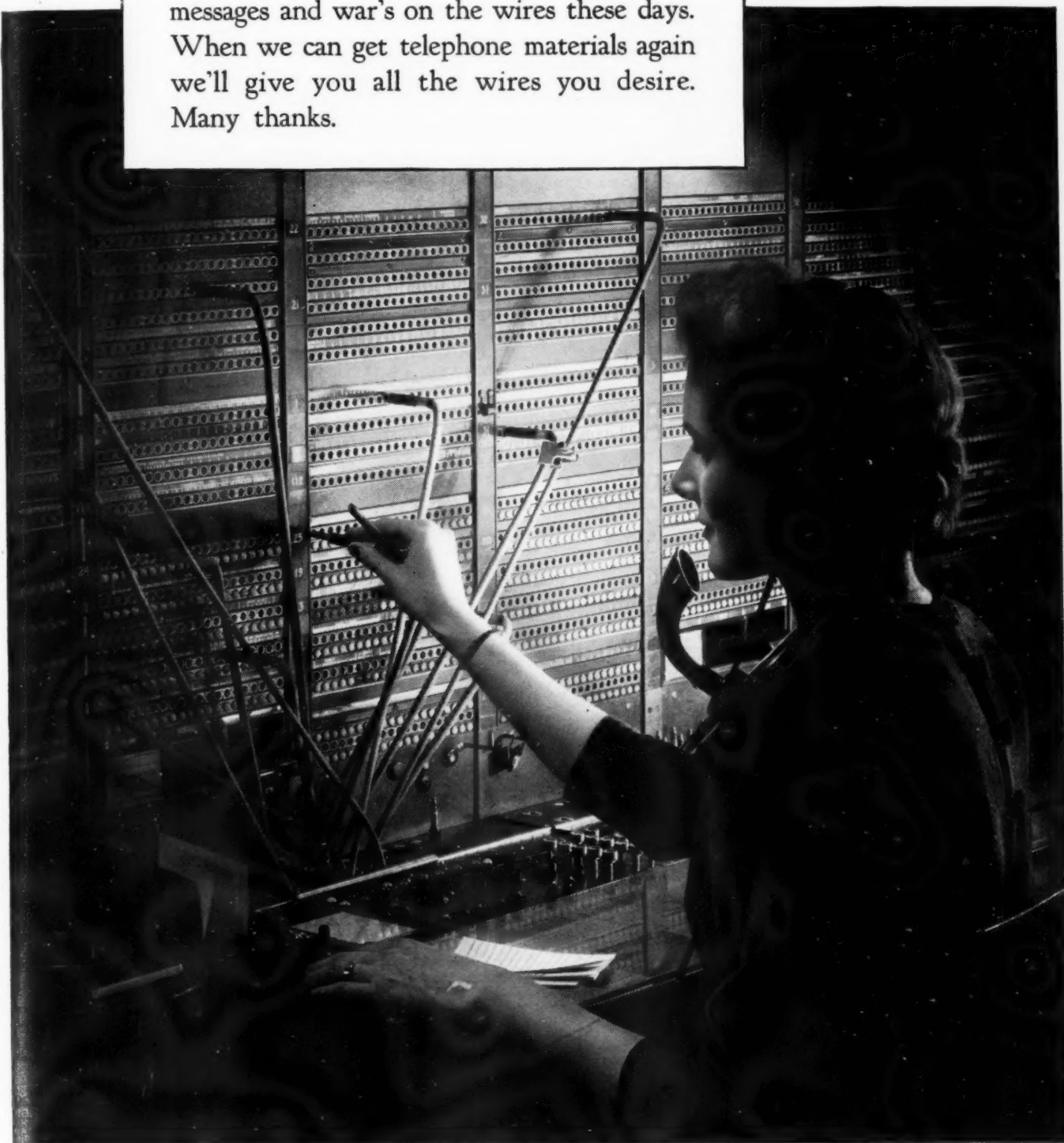
"Among that group there were a lot of seamen. After a few weeks we let them go back to sea, since able bodied seamen were needed almost more than packers. We discovered some fine mechanics among the lot, and we released them for work in defense plants. There also were some longshoremen who were sent back to work on the docks.

"Each day, there were 12 to 15 new recruits out of the courtroom, with a weekly quota released from the county jail. It is interesting that some of the men who skipped out and who were not picked up by the police, came back voluntarily and asked for their

"AN URGENT CALL FOR YOU"

*"Please do not make Long Distance
telephone calls to war-busy centers
unless it is really necessary."*

That helps keep the lines open for war
messages and war's on the wires these days.
When we can get telephone materials again
we'll give you all the wires you desire.
Many thanks.



BELL TELEPHONE SYSTEM





KSO & KRNT gave Tenderoni a flying start

—Chas. H. Flanders, Jr.

As broker for Tenderoni, Charles H. Flanders, Jr., has a right to be proud of the complete distribution achieved in a very short time. Commenting on radio's part in that job, Mr. Flanders says:

"Rarely have I seen a new product take such rapid strides in Iowa as Van Camp's Tenderoni has made since last June.

"We know we have an outstanding product, but surely a good share of the applause goes to spot broadcasting on KSO and KRNT, which gave Tenderoni a flying start in Iowa.

"We cover 53 Counties and find the spot broadcasts were effective in all of them. Your stations did a lot toward getting the wholesale trade to tie up with our introductory campaign so I am sure the results for these first six months are as pleasing to you as they are to me."



Affiliated with the
Des Moines Register & Tribune

Represented by The Katz Agency

jobs; others whom we had released to defense plants because of their training also came back, despite the higher wages, and asked for their cannery work again.

"In the two and a half months during which I kept figures, I calculated roughly that 125,000 manpower hours were salvaged, unemployables, according to some standards, taken off the scrapheap of humanity. We spend a lot of time, money and effort salvaging scrap metals, scrap rubber and a lot of other scrap, sorting it and putting it back to work. Why not do the same with human scrap? Multiply the 125,000 manhours saved in this relatively small effort in San Francisco by every fair-sized city in the country, and the country would have millions of workers who could be used if rightly handled.

"And right-handling includes one crucial point: every man taken from the human scrap heap needs a two-day start. Remember, he has no home as a rule, no money, often scant clothing, not even a package of cigarettes (and that is very important to nearly all of them). Left to themselves under these circumstances practically all will drift back to skidrow where at least they have companions like themselves. It is necessary to provide them with food and a place to sleep and a reason for working. Get them over the crucial two days until they draw a pay check and they usually can be counted to stay on the job. Another point: do not turn them loose when the job is ended.

Men Win Other Jobs

"I promised each man personally that, if he made good at our plant, when the work was ended I would get him another job. And I did. I cannot give enough praise to the U. S. Employment Service here in San Francisco for its cooperation in this. It is a wonderful organization and all the boys there are the best and the most efficient in any government service I know of.

"I won't say that the men we recruited in this way were the most efficient workers in the cannery—but they were not the worst! Interestingly enough, among these jailbirds were relatives of some of the outstanding families in the country. It would not be fair to identify them; but they were not the easiest to handle! Give me a real tough guy any day.

"Of these tough guys, we got quite a few in shape and they are now in the Army! Letters and telephone calls come in every day from many of the 580 ex-jailbirds who helped pack tomatoes for Uncle Sam's ketchup; and

from the other 1,100 I helped out of the county jail and sent out on other jobs for which they were suited (into the vineyards picking grapes, for instance).

Two of the toughest cops in town, those whose beat is skidrow, took their day off to visit the cannery and to see the graduates of their beat transformed into decent workers. Incidentally, the two judges and the employees of the U. S. Employment Service office also visited the boys down in Hayward to see how they were doing. All of these men, including the two tough cops, were more interested in rehabilitating the boys than punishing them.

Sales Management Is Needed

"Now, I am trying to get the different firms around San Francisco lined up to accept the men who can be paroled to work, and to promise to make provision for housing and feeding during the crucial two days between parole and paycheck. I may say that we ourselves are looking towards next year's packing season when we may have to do an even bigger manpower salvage job. And let me tell you, sales management enters into every bit of it. The skidrow boys and the jailbirds just haven't been sold properly on being constructive and productive members of society. It's up to us to start selling them.

"I don't say that there are not hopeless exceptions. But we can make those exceptions fewer and fewer, and help win the battle of production faster and faster with the help of scrap manpower. The word gets around once you start. I am proud to say that men just out of jail have confidence enough to telephone me. I am also proud to say that after practically living with these men for nearly three months I have more faith in humanity than ever."

General Mills Feeds Under One Brand Name

General Mills have put all their commercial feeds under one brand name. Henceforth all feeds will carry the Larro name and will use a uniform Larro sack design. Previously they were sold throughout the Central Western states under the Gold Medal brand, as Sperry feeds on the Coast and Larro in Eastern states. All booklets, bulletins and literature issued by the GM research farm near Detroit will likewise bear the Larro designation, the Sperry and Gold Medal editions being eliminated.

SALES MANAGEMENT

"Cookies for Rookies" Catches On; Burnett Sponsors Nationally

An alert salesman first spotted the movement toward cookie brigades as a promotion "natural" for flavoring extracts . . . now the idea is being plugged in national advertising and over a million copies of a cookie recipe booklet have been distributed.



This symbolic "Private Hargrove," sweet-toothed, eternally hungry, with a perpetual yen for home-made cookies, has become a trade character for the Burnett campaign. Shown here is the cover of the recipe booklet.

LAST spring several thousand women in the Oakland and San Francisco areas of California hit upon the idea of forming cookie brigades as a means of furnishing a steady supply of home-made cookies for men in the armed forces of this country. Each woman promised to make a definite number every month, the cookies to be distributed to Army and Navy camps, to U. S. O. clubs and similar places operated for service men.

The idea received wide publicity. Radio food broadcasters, home economists, food editors and domestic science instructors gave it a grand boost. They told what was already being done and urged other clubs to form brigades as a patriotic activity.

When one food expert wanted appropriate leaflets to distribute to her radio audience, a Pacific Coast salesman of Joseph Burnett Co., Boston, stepped into the picture. Sensing a tie-in with the company's flavoring extracts, he selected cookie recipes, gave them names that carried plenty of military flavor. He found an artist to illustrate each recipe in light manner, and paid for printing several thousand copies of a leaflet titled "Cookies for Rookies."

Recipes were chosen for he-man appetites; they were hearty, with high energy values. There was a peanut cookie recipe, renamed AWOL, carrying the illustration of a deeply repentant soldier behind the bars. Another was called "Top Sergeant," appropriately illustrated with the sergeant himself yelling orders at somebody or other. Others included "Inspection," "Girl Friend," "Attention," "At Ease," and "Love and Kisses."



Inspired by Burnett, thousands of women are baking toothsome tidbits for men in the services—tidbits bearing colorful names such as "Girl Friend," "At Ease," and "Chow Call."

The front cover showed a wistful-eyed soldier dipping his hand into the cookie jar, an illustration that Burnett made available to any advertiser in two sizes and which since has had a wide circulation in national and local advertising, in publication editorials

and in store displays.

The final paragraph, "On the Alert," gave 10 rules for baking, packing and mailing. This unobtrusively suggested use of Burnett's Extracts in all recipes. It also offered attractive address labels to housewives who mailed a Burnett cartoon top to the company. The seventh edition of this booklet will soon come to press. A million copies already have been distributed.

Not only did this job get the Burnett salesman a nice hand of applause from his superiors, but the company took it up and started a national promotion. Backed with a dollar advertising budget about twice that of the previous comparative period, "Cookies for Rookies" went into 170-line copy in fall issues of *Ladies' Home Journal*, *McCall's*, *Parents' Magazine*, *Woman's Home Companion*. Trade advertising appeared in *Chain Store Age*, *New England Grocery & Market Magazine*, *The Progressive Grocer* and *Super Market Merchandising*. The same copy was used in *The Christian Science Monitor* and in newspapers in a number of metropolitan centers.

As a result, clubs throughout the country are brigading homemade cookies to camps and U.S.O. clubs.



**"...AND JOE OSTRICH THINKS
HE'S GOT FULL COVERAGE"**

But just look at the vast parts Joe has left totally uncovered. It reminds us of what sometimes happens when an advertiser considers the Pittsburgh Market in terms of A. B. C. Pittsburgh.

As a matter of fact, most of the families in the Pittsburgh Market (better than 6 out of 10) live outside the A. B. C. City ... the opposite is true for most other large cities.

And the majority of these families live and work in 144 cities and towns surrounding Pittsburgh where the Post-Gazette offers 50% more coverage than any other Pittsburgh daily newspaper.

It is also a fact that the Post-Gazette's city circulation is the second largest in Pittsburgh, which is why we say that *only* the Post-Gazette will give you effective, balanced coverage of the *entire* Pittsburgh Market. Or is Joe Ostrich right?

PITTSBURGH POST-GAZETTE

Represented Nationally By Paul Block & Associates

New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Seattle

To 800 clubs, food editors, and cooking schools, the company mailed letters, telling what clubs are doing and suggesting that others hop on the band wagon. To get the brigade started, cookie rallies are suggested. Carried out along the lines of war bond rallies, admittance is a couple of dozen cookies, plus the pledge to bake that quantity every month.

Typical of these rallies was one held recently at Hotel Statler, Boston. Sponsored by the women's division of the Boston Advertising Club, it was attended by 700 persons and produced 2,000 dozens of cookies. Initial pledges for 200 regular bakings were received that evening, and pledges which have come in daily have substantially increased that number.

The Plan Is Big Success

The Boston event was headlined by Eloise Davidson, nationally known *Herald-Tribune* home economist, who flew from New York to participate. Every newspaper food editor and every food program broadcaster in the Boston area took part. Representatives of the Army, Navy, Coast Guard and Marines gave five-minute talks and, of course, added desirable military atmosphere. Fifteen food manufacturers gave their products in quantities sufficient to make 48 valuable door prizes. By agreement, no manufacturer or product displays of any type were allowed. The event was a big success and clubs throughout the area are inquiring how it was planned.

Among the trade, the promotion is receiving aggressive attention. Stores have put in hundreds of displays. Larger outlets have devoted a generous portion of their newspaper and handbill space. One nationally known voluntary chain, which has been a strong promoter of its own brands, gave the idea and Burnett's Extracts a prominent place in its advertising.

In the face of decreased sales which the Burnett company had believed might be realized under the handicap of sugar rationing, H. C. Wood, sales manager, states that the backlog of orders and incoming business are far ahead of expectations.

Says Mr. Wood, "The company has received far more cooperation from its salesmen, its broker representatives and its customer distributors on this promotion than it ever has received on any previous advertising promotion. It is patriotic and unselfish, because it also sells many related items for the grocer, such as raisins, walnuts, flour, shortening, molasses, baking powder, honey, etc. A number of manufacturers of such products have tied in with the idea."

SALES MANAGEMENT



"Tell Secretary Morgenthau it sells 'most everything else!'"



Honolulu in Year of War Adds \$100,000,000 Buying Power

While the habits of the people in America's Pacific outpost have been radically changed by the war, they're willing and able to buy, and retail trade in Honolulu has increased about a third in volume over last year.

THE Japanese bombs that fell at Pearl Harbor on December 7, 1941, and changed the history of this country and the world, also wrought a lot of changes in Honolulu itself.

Strong before, military and naval officials have reason to believe that the Hawaiian Islands are impregnable now. They'd "like" to see Japan try to repeat its attack there.

Although the Pacific frontier has been moved west, 1,500 miles or more, beyond Midway, Hawaii is ready for any eventuality.

The Islands have a military governor now. He governs a growing num-

ber of both service and civilian people. In 1939, the Army alone had 20,000 men stationed in Hawaii. Probably it is revealing no military secret to say that the number is much larger now. The Army Hawaiian Department, with Lt. Gen. Delos C. Emmons in charge, is important. Admiral Chester W. Nimitz, commander of the Pacific Fleet, makes his headquarters in Honolulu.

The civilian population, including defense workers, in the territory was 447,000 on last July 1. This was about 20,000 more than on July 1, 1940.

The 1940 Census showed that Japanese numbered 157,905, or more

than one-third of the total population. Of these, however, only 37,353 were aliens. While the Japanese population increased 13.1% between 1930 and 1940, Caucasian population rose 40.8%, to 103,791, and Hawaiian and part-Hawaiian gained 26.4% to 64,310. In other words, the white population grew three times as fast and the Hawaiian population twice as fast as the Japanese in that period. Today the white population may be virtually as large as the Japanese. Civilian population of the city-county of Honolulu has reached 300,000, or two-thirds the total of the entire Territory.

Despite various restrictions, Hawaii is prospering. Honolulu's buying power, as SM reported on October 10, increased about \$84,000,000, from \$365,500,000 in the first nine months of 1941 to \$449,655,000 in the first nine months of 1942. For the full year 1942, the increase probably exceeded \$100,000,000.

Retail Trade Up a Third

Retail trade volume of the territory for October is estimated at \$25,188,000, compared with \$18,800,000 for October, 1941. Wholesale trade in the same period rose from \$12,452,000 to \$14,918,000. In the first ten months of 1942 retail trade climbed to \$207,364,000, from \$156,632,000 in the same period of 1941, and wholesale trade was up from \$105,524,000 to \$116,903,000.

The habits of the people have been altered, but they're able to buy, and they're buying.

Complete blackouts are in effect every night, and for those who insist on venturing out despite blackouts, there's curfew at ten o'clock when all unauthorized persons must be off the streets. Nearly every home has its bomb shelter. Imports of all types of products are controlled by military authorities, and mainland manufacturers must have priorities to get goods there at all. Gasoline has been rationed at ten gallons a month. Since February alcoholic beverages have been sold only by permit. (A permit, which costs one dollar and is good for 60 days, entitles holder to purchase weekly one quart of hard liquor or one case of beer or three quarts of wine.)

Long before Pearl Harbor, Governor Poindexter of the Territory, set out to build up a six-month reserve supply of food and feed. This supply is being maintained. Warehouse space throughout Honolulu is said to be "jammed to the roof." School auditoriums, auto sales rooms, brewery cold storage plants, lumber yards and other places have been taken over for food storage. Materials unaffected by

998,087

LINE CHANGE

IN

FORT WAYNE

INDIANA

ADVERTISING

LINEAGE

In 11 Months 1942.

(See Media Records)

JOURNAL-GAZETTE

212,015

LINES GAIN

OTHER PAPER

786,072

LINES LOSS

WHY?

RESULTS

To The Advertiser!

He Created

This Change.

WHY NOT YOU?



JOURNAL-GAZETTE Co.

Fort Wayne, Ind.

LORENZEN & THOMPSON
INC.

National Representatives

weather are being stored in open dumps.

Every month in the last year, however, the supply problem for other types of merchandise has improved. As more shipments arrive, advertising is being resumed or substantially increased.

An applicant for shipping space, under any non-military classification must file his request in Honolulu either, if food, with the Director of Food Control, or, if general merchandise, drugs, etc., with the Office of Materials and Supplies.

Permits are issued by each office in accordance with needs of the Territory. Importation of some food products is done exclusively by the Government, for redistribution there. Drug sundries, including patent medicines and cosmetics, had to wait last spring until the islands' needs of "critical" and "essential" drugs had been filled. Importation of liquor has just recently been resumed. Christmas trees haven't yet got priorities.

Hawaii is a national advertisers' territory. Private brands, it is said, have never really got started there.

National, After Drop, Rises

After Pearl Harbor, mainland newspapers, as well as magazines, radio and other media, were hit by a flock of "National" cancellations. Honolulu's principal newspapers—the morning *Advertiser* and the afternoon *Star-Bulletin*—were affected too. Only worse. In the first few months of 1942 their national lineage was down 40% or more from the same months of the year before.

Then it started upward again. Last January, national lineage in the six-day *Star-Bulletin* totaled 49,606 and in the seven-day *Advertiser*, 36,729. By March, their respective national lineage figures had risen to 59,056 and 47,756. In September, the *Star-Bulletin* carried 69,342 and the *Advertiser* 55,615 national advertising lines. And in October—aided by special Navy Day issues—the figures mounted to 82,964 and 59,458.

Circulation growth has been even more rapid. Hawaiians obviously not only have extra-special interest in the news, but they also have more time than before in which to read the news (and listen to it). For the six months ended September 30, 1941, the *Star-Bulletin's* average circulation was about 47,000. For the six months ended September 30, 1942, it had climbed to 74,000. The *Advertiser* rose from 32,000 to 61,000 in circulation in this period. Circulation of the *Tribune* of Hilo, "Hawaii's second market," on the Island of Hawaii, 200

miles southeast by steamer from Honolulu, has doubled in the last year.

Although all foreign language newspapers there are continuing, the Japanese bi-lingual papers have lost circulation.

Like the mainland papers, the *Advertiser* and the *Star-Bulletin* got a lot of cancellations from advertisers in the automotive field, as well as those affected by sugar, tin and other forms of rationing. In addition, there were cancellations from advertisers who were unable, for a while, to get supplies through. This condition, however, has been remedied to a great extent.

Heavy Ad Schedules

Some general advertisers use newspapers relatively more in Honolulu than they do in markets of comparable size on the mainland. Among these are Best Foods, Bristol-Myers, Corn Products, General Foods, Jergens-Woodbury, Kodak, Pepsodent. Other extensive newspaper users on the mainland, such as Sunkist, Lever Bros., Procter & Gamble and R. J. Reynolds, also are big advertisers there. The largest schedules, for obvious reasons, are placed by the Hawaiian Pineapple Co., Ltd., Hawaiian Sugar Planters Association and the Matson Navigation Co.

To mainland Americans who may suppose that every citizen of Japanese ancestry in this country remains a Japanese, and should be treated as such, it may be interesting to note that a number of Honolulu's retail advertisers have Japanese names. Just a few of them, which appeared in the Navy Day issues, were Tamura Fish Market, Yamada Bros. Service Station, Shiigi Drug Store, Kaimuki Electric Sales Co., Takei Dry Goods Store, Motoyoshi Blacksmith & Auto Repair, S. Ozaki Hardware Co., Fuji Furniture Co., and Walter T. Fujikami, florist. These retail advertisers are all also busy promoting War Bond and scrap drives.

In recent issues of Honolulu English language newspapers, the *Nippu Jiji*, which means the Japanese-Hawaiian Times, ran an advertisement announcing its change in name to the *Hawaii Times*. "The purpose of the change," it was said, "is to align this paper more definitely with the Americanization program in Hawaii, and to enable this paper to assist that program more effectively."

America got into this war at Hawaii, and the people of Hawaii are out to do their part to help America finish it to win a lasting peace the American way.

SALES MANAGEMENT

Absences Drop When American Screw Shows Loss to War Effort

BEFORE American Screw Co., Providence, R. I., started its fight against absenteeism, it was losing an average of 945 man-hours a day. These hours were vitally needed, since the screws produced by the company are going into airplanes, guns, tanks and ships.

Determined to bring the problem constantly before each employee and each department, the company prepared 14" by 20" charts, one for each department. Highlight of the chart is that it contains three up-to-the-minute facts about absenteeism. It tells how many employees are absent on each day, how many are absent from the particular department, and the total number of screws which America loses on that particular day because of the absences.

On one particular day, there were 42 employees absent, four from one department, with America losing a total of 408,240 screws which might have been produced had those workers been on hand.

These three figures are changed daily by means of small inserts. Figures are based on the fact that each employee of the company makes an average of 9,720 screws a day. To eliminate errors in getting these figures distributed quickly each day, the total number of screws lost each day is keyed with a small number up under

the molding, this number being the total number of employees. Thus, it is simplified by locating the number of persons absent, then getting the key figure which gives the total number of screws which America's war effort loses that day. This removes errors which might arise from hasty multiplication.

Since placing these charts in each department on September 10, absenteeism has been cut in half. Against a daily absence record of 100 to 110 a day before using this system, there are now between 42 and 50 absent daily. And practically all employees have developed a feeling of greater obligation to the war effort. All have shown keen interest in the charts, and the various departments try to obtain perfect attendance, since this is noted whenever it occurs. At present an average of five departments a day have perfect attendance.

Choosy buyer yesterday
NOT SO CHOOSY TODAY
Choosy buyer tomorrow



Some day she'll CHOOSE her brands again

Today some of her favorite brands are not available because of wartime shortages . . . so she accepts something else temporarily.

Deep back among her preferences, however, exists the longing for the old brand . . . the one that she is used to.

Will the new brand, the one she accepts today, replace the old? Will your brand be replaced by another? The answer will depend upon the effort you put forth to hold your established position among her preferences.

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES



Busy industrial Toledo with its 500-odd factories and 75,000 war workers—plus its trading area of over 31,000 of Ohio's most prosperous farms forms Ohio's DOUBLE-VALUE market.

When You Work For AMERICAN
You're Working For America

★ ★ ★

Each Employee of this Company makes an average of 9720 screws per day—which are used to assemble Airplanes, Guns, Tanks and Ships. Our Army and Navy are ON THE JOB EVERY DAY and they need these Planes and Guns and Tanks and Ships to WIN THE WAR.

Today There Are 42 Employees Absent

From the American Screw Company

★ ★ ★

America Loses 408,240 Screws Today

★ ★ ★

4 of these ABSENT EMPLOYEES are from This Department

Work for America—Don't Loaf for the Axis

A copy of this chart goes to each department of American Screw to tell every employee how many workers in the company are absent, how many in that department are out, and the number of screws consequently lost to the war effort.

JANUARY 1, 1943

[39]

Wagon Jobbers Cut Mileage, But Most of Them Are Selling More

What's the status of wagon jobbing under the handicaps of tire shortage and gas rationing? This summary of a survey by the National Food Distributors Association provides a specific answer.

Based on an interview with

EMMETT J. MARTIN

*Secretary, National Food Distributors Association,
Chicago, Ill.*

WARTIME conditions are doing strange things to the 60,000 or more wagon jobbers of America. This industry blossomed amazingly during the years of the depression. Thousands of salesmen, thrown out of jobs, found themselves facing the world with only three assets: experience in selling the car that had carried them, and an abundance of time.

A few of them, probably in desperation, made connections with some manufacturer, probably through some friend in the business, tossed some packages in the rear seat, and started out. Little by little they built up routes. It kept them eating. Somehow it worked. Later they acquired small panel trucks. Sometimes as their routes grew they'd get another truck, hire a helper, and expand.

They Organize

They usually warehoused their stocks of merchandise, which grew steadily, in their basements or their garages. They gradually developed credit. Some expanded until they rented warehouses. Most of them today are still small. It's usually a one- or two-man business. A few have expanded, owning many trucks and employing many salesmen.

Now they have an organization behind them. It is called the National Food Distributors Association, with headquarters in Chicago. Emmett J. Martin is the national secretary. Be-

cause war is playing peculiar tricks on business, the association recently has been re-surveying the field. A research committee has been named and recently questionnaires were sent out to the membership.

The committee is composed of James Jensen, merchandise and research manager, John F. Jelke Co., Chicago, chairman; Don Cady, sales manager; Lamont Corliss & Co., New York, N. Y., and Edward Gaffney, Gaffney Food Service, Kearney, N. J. Ernest Wolfram, formerly with The Borden & Co., later with The Best Foods, Inc., and now district manager of Virginia Dare Extract Co., Inc., Chicago, is chairman of the educational department of the association. This group is endeavoring to coordinate and to make flexible the deliveries of the members as a group and to solve the pyramiding wartime problems.

Gasoline rationing and rubber are among their first worries. Under Government orders they are trying to reduce mileage. Rationing of products has become, in many cases, an affliction. It used to be that they traveled some 30,000,000 miles each week, making approximately 12,000,000 stops. They were literally store-door salesmen. (SM, Dec. 15, 1940, "A SM Reporter Takes a Jaunt With a Typical Wagon Jobber.")

Secretary Martin, acting for the research committee, has been receiving back filled-in questionnaires from wagon men throughout the country.

These questionnaires reveal many pertinent wartime facts. One that sticks out like a sore thumb gives evidence that mileage is being cut to the bone. A reporter for SM, studying the reports, discovered facts like these:

Company A regularly had been operating 7 trucks. It is now using 6. Seven trucks used to average 6,279 miles a month now are rolling only 3,434, a saving of 2,844.

Company B operated ten trucks. It is now doing the job with nine, and its monthly mileage has shrunk from 10,385 to 6,668, a saving of 3,697.

Company C employed 7 trucks. It is now getting along with six. The seven trucks averaged 5,736 miles a month; the six now cover 3,005, or a saving of 2,731.

Company D cut its 31 trucks to 26 and its mileage from 28,575 to 19,933. This company also reports that its sales are up more than 40%, due to territory reduction and cultivating what was left more intensely.

Mileage Is Cut, Sales Up

Elimination of special deliveries are becoming common, call-backs are being eliminated. Many adhere strictly to the rule that they will deliver only once a week; in some instances where the former practice was weekly deliveries now are only once every other week. Outlying, unprofitable territories are being abandoned. "Poor stops" are being passed up because, often with a shortage of merchandise, it's better to save time and mileage.

The SM reporter pulled fifty questionnaires from Mr. Martin's pile at random. He has tabulated the replies which give figures on the number of trucks used in September 1941 as against 1942; the comparative mileage for the same months, and the comparative sales. (This table will be found in another column).


In some instances, it will be noted, the wagon driver has faced an abrupt falling off of business. In others, in spite of shorter mileage, business is markedly up. A number of wagon drivers appended comments. Here are a few of them:

"I cut the mileage of my one truck from 3,169 to 1,300 and increased my sales from \$1,820 to \$2,400."

"I'm a one-man operator. I've cut my monthly mileage from about 1,500 to 1,040 in September. My sales in September were \$2,355 as compared with \$1,751 a year ago."

"We operate two large units. We've reduced our mileage, Unit 1, from an average of 561 to 395 and Unit 2, from 483 to 362, or a story of an aver-

SALES MANAGEMENT



WIS

COLUMBIA, S. C.

5000 Watts Day and Night

560 KC • NBC

Ask your Agency to ask the Colonel!

FREE & PETERS, Inc., National Representatives

Navy Need
P.E. Men

WAVES SEEK
NEW MEMBERS

Men in Trades
Needed by Navy

Army Seeks Men
For Patrol Duty

Stanford Offer
War Training

Film S
Show
Aid A

Gift of Patriotism

WAVES Sign
To Enter Navy

Lives!

WORKERS

BUY
NEED

This advertisement appeared as a full page in The San Francisco Examiner of Nov. 17, 1942

We have tried to think of a name for this wartime service

We publish the most complete and most accurate war news we can get—at any cost. We try our utmost to interpret and explain the meaning of this news through the best authorities available.

But there is another and a vitally important war service which we find difficult to define and which we perform with notable success.

For instance, there are literally scores of demands on civilians which cannot be brought home to them through any other medium as effective as the newspaper—

These include all sorts of recruiting needs for the various branches of all the armed services and merchant marine—

And calls for professional and technical people in seemingly an endless range of semi-military activities—

There are blood banks to be supplied, harvest hands to be called to the fields; shipyard and arms plant workers to be found; fats, tin cans, and other scrap to be discovered and collected; day nurseries to be established and managed—

The problems and solutions of wartime nutrition must be brought to public awareness; the whys and

hows of rationing, of dimout, and Civilian Defense must be explained

And people to handle all these must be found in ever-growing numbers.

Each day brings new needs—every one a vital war activity—each as important as any other

Recruiting? It is more than merely that—for in order to get people to do these things, the newspaper must interpret the need as well as the rules—and then must strive to keep all ranks full in the face of violent "turnover."

This service your newspaper performs, each and every day, in each and every week—with more to come, as new necessities come to light.

It's all part of the task of helping to win—all part of the newspaper's war-time job.

And to those who respond to such calls as come through this newspaper, we give thanks. As you serve, we profit in mutual contribution to the great cause.

THE SAN FRANCISCO EXAMINER

Represented Nationally by The Rodney E. Boone Organization

Give Magazine
Books to Troops

Your contribution of books

Age for Victory

Budget for War Stamp

USO Women
Help Sailors

To Enter

Volunteer

How the War Has Affected the Business of Wagon Jobbers

Most of them are operating fewer trucks and running fewer miles. In spite of this, many have been able to maintain or increase sales. The figures below are gleaned from fifty random reports out of several thousand gathered by the National Food Distributors Association, Chicago. See accompanying article for full details.

September 1941		September 1942		September 1941	September 1942
Trucks	Miles Per Month	Trucks	Miles Per Month	Dollar sales Per Month	Dollar sales Per Month
1	1,100	1	1,000	\$ 956	\$ 546
2	2,800	2	1,896	1,710	2,455
3	3,481	3	6,432	4,999	6,432
2	2,800	3	4,800	2,200	3,000
1	500	1	375	3,800	6,100
1	2,829	1	1,419	3,504	3,553
2	4,710	3	4,290	5,542	8,272
14	36,168	15	34,810	36,852	39,586
2	5,857	2	4,286	6,000	11,000
3	5,000	1	3,750	7,857	8,002
1	1,700	1	1,280	2,400	2,700
1	638	1	583	1,282	1,046
6	4,600	6	3,400	94,000	115,000
1	1,400	1	1,200	1,300	1,900
6	10,960	6	8,434	21,200	24,750
6	3,972	6	2,998	31,165	37,651
4	6,200	4	5,100	11,000	13,000
12	6,500	12	6,500	30,000	40,000
1	600	1	500	3,000	3,000
2	2,053	2	1,063	1,365	4,424
1	2,735	1	2,040	1,276	1,105
2	1,044	2	757	16,500	18,000
3	2,750	4	3,500	4,500	6,000
2	1,290	3	1,950	21,209	29,432
4	6,864	4	4,928	9,255	12,130
1	1,150	1	775	1,630	1,945
3	7,500	3	5,000	5,000	3,500
1	1,160	1	850	3,800	6,500
6	8,809	4	6,234	11,600	11,800
6	12,460	4	8,538	30,164	40,258
3	3,928	2	2,437	3,600	4,800
1	650	1	450	2,124	2,721
5	1,500	3	1,000	15,000	20,000
3	3,500	3	2,650	12,000	12,000
1	250	1	200	1,250	1,500
3	3,644	4	2,560	11,792	16,671
4	1,260	2	540	150,000	160,000
3	6,000	3	5,000	80,000	100,000
2	4,200	2	2,600	4,577	3,927
2	400	1	300	1,000	1,200
2	1,900	2	1,750	2,800	5,700
3	3,318	2	1,697	3,500	3,300
8	4,900	6	3,800	35,000	39,000
6	3,643	6	3,214	31,300	27,345
4	5,875	4	4,238	171,052	174,019
7	3,000	5	2,250	22,673	29,615
6	5,300	6	4,200	7,400	14,000
31	53,941	23	40,456	75,065	86,415
2	2,125	2	1,700	26,585	33,681
15	3,110	14	2,425	35,836	40,386

age of 35% and 25% respectively."

"We operated eight trucks in 1941. In June we cut the six trucks. Our mileage dropped from 21,644 to 16,000."

"By limiting distant business we have reduced our mileage 25%."

"We've cut out mileage 35% by reducing our country service to once every two weeks and our city service

to once a week. We've pulled off our special delivery truck."

"When we reduced our deliveries we found that dealers generally understood. They were willing to co-operate, I'd say, fully 99%."

"Our customers willingly have gone along with us, even though some of them must have been discommoded. You don't have to tell them that we are doing it to cooperate with Uncle Sam. They understand."

The wagon men, and remember there are some 60,000 of them, are nevertheless somewhat bewildered at times. Sudden orders out of Washington affect them. One operator in the South recently reported to the association that, while he can ordinarily sell 50,000 pounds of a certain item, rationing has confined him to 27,000 pounds. His case is not isolated.

War Industries Help Sales

Those who find that rationing is taking away a considerable share of their business, are beating the bushes to find substitute items. The majority of wagon drivers are small operators. They're not in the high income brackets. Their margin between a profit and the collapse of their livelihood is a thin red line. Many of them are worried.

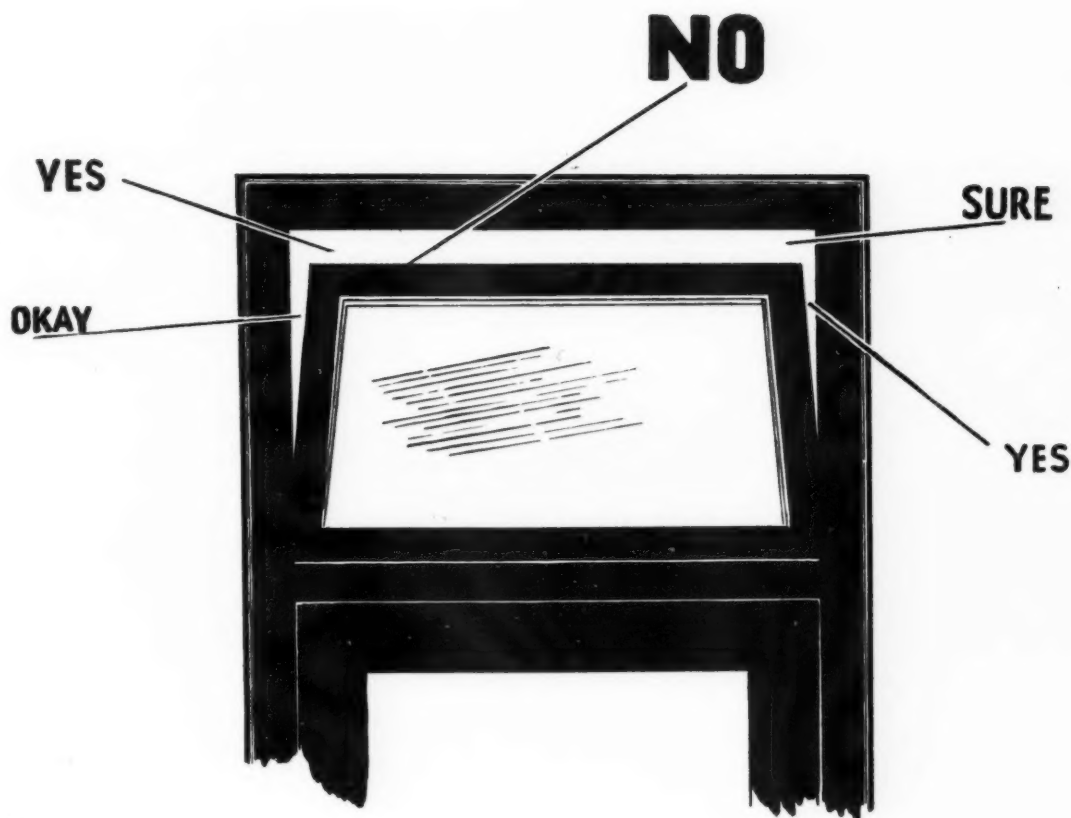
Quite a few of the "small fellows" report that their wives are now doing war work "on the side." They refer to it as helping out. Those who find their sales going up often explain that it is due to expansion of war industries in their territories. Others report that people are flocking away from their routes to go to cities where there is war work.

Generally speaking, from the cross-section drawn from fifty questionnaires, dollar sales are up, often considerably up. Forty out of the fifty showed increased sales; eight reported dollar sales down, and two put them as static. Forty-five out of the fifty operators had reduced their mileage, some to a surprising amount. Only six out of the group, probably a fair cross-section, had added trucks.

"Some new products are being developed and likely will go on the market," said Mr. Martin. "Shipments overseas are cutting down on many desired items, such as meats, cheese and eggs. Wagon drivers must use some ingenuity. If they can find enough products that are suitable for them to handle it will help. We are trying to save those on the ragged edge."

Then, finally, Mr. Martin said: "Anyway, it looks like a good pickle year."

SALES MANAGEMENT



The NO has it

He doesn't always say no. Often it's yes. But yes or no, the Sales Executive's reaction to a proposed advertising schedule weights the final decision.

In the conference room the advertising agency executive makes his recommendations. The advertising manager has his say. Several other conferees ask questions, look at the records, add their suggestions. Facts, opinions, sentiment, prejudice, even hunches, battle for and against the medium under discussion.

The score sheet may be favorable . . . or unfavorable . . . until the Sales Executive has his say. When *he* speaks, the others listen—respectfully. After all, advertising media are *his* sales tools. In his book they have to be right, or else. What he says (and usually it's plenty) goes far toward selling, or unselling, the others.

Sure he's tough . . . if you mean his thinking's strictly in the groove. He can't afford to be otherwise—today especially. He's on the spot, and no one knows it better than he. If the company's still selling civilian goods, his sales must show a jump in proportion to consumer income gains. If it has converted to war work, he must plan the future as if it were the tangible present. In either case, his scrutiny of sales tools is sharper, more exacting.

It pays to put your medium in line with the Sales Executive's thinking *before he goes into the conference room* . . . SALES MANAGEMENT can help you do this. . . .

There's no other editorial plan that so precisely matches the sales executive viewpoint . . . in which selling is the *coordination* of merchandise, markets, men and MEDIA.

Sales Management

386 FOURTH AVENUE, NEW YORK, N. Y.

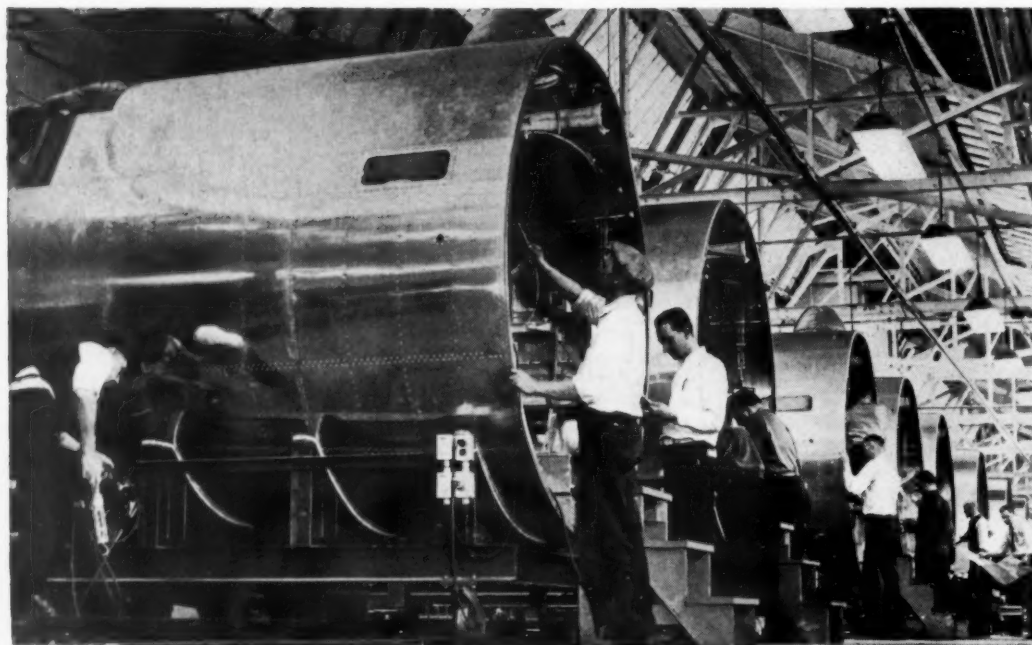


Photo by
Ewing Galloway

They work around the clock, seven days a week, but they are typical young Americans in their ambitions and desires. They make up a new market distinctly different, requiring selling methods keyed to the high rating they accord themselves.

What Kind of a Guy Is an Aircraft Worker—and How Do You Sell Him?

The answer: He is extremely "job conscious" . . . he is youthful . . . he spends money on both working and "Sunday" clothes . . . he is probably establishing a home, and he will be in the market for all kinds of home equipment when the war is over. Because he often works on off-hour shifts, he may require special marketing service.

THERE are strangers within our gates. They have money to spend. We have products they want to buy. But they don't know anything about us, and we have yet to acquaint ourselves with them.

These strangers are the war workers who have moved into thousands of communities all over the land. They make up a mighty market, not yet understood. How do they feel and think? What kind of sales appeals move them?

In Southern California, these strangers began arriving five years ago, when foreign governments placed orders for military planes. They came in their cars from the Middle-West, joined the assembly lines at Douglas Aircraft, Inc., and Lockheed Aircraft Corp., found a place to live, sent for their families, settled themselves in areas ten to 30 miles around about, and no one was fully conscious of their presence.

Least of all did merchants pay any attention to them. These people were

potential customers; but they lived unto themselves, had roots back home, looked like "Okies" in their overalls, but had a happy self assurance—they supported themselves.

The first business man to discover that these strangers made up a large community within a community was Clinton D. McKinnon, a suburban newspaper publisher. Today Mr. McKinnon's publishing house has two excellent newspapers, the *Aircraft Times* and the *Shipyard Times*, built up by finding out what the strangers within the gates are interested in, and by publishing news of their community interest.

Publishing the San Fernando Valley *Times* at North Hollywood, with Lockheed nearby on the east, and Douglas not so far to the west, Mr. McKinnon saw aircraft workers frequently, and he noticed that they were intensely "class conscious," with pride in their work. They always wore their identification buttons conspicuously, talked aircraft, and were cocky about

their connection with the most advanced of all industries. They were definitely different from "factory hands," though at that time—two years ago—if residents thought about them at all, they were taken as factory hands who came in with the war-plane boom, and who would disappear when the boom was over.

They Want Aircraft News

The *Aircraft Times*, started in 1940, undertook to publish news about workers' jobs. There were three types of news they wanted, news which could not be found in other publications: First, the technical developments in planes and plane building, covered only by engineering journals which they did not see. Second, news from Washington about laws and rulings affecting their jobs, soon to be heightened by selective service. Three, the future of their jobs when the war was over.

Published every Thursday, the newspaper was distributed free in aircraft plants, and copies were requested by smaller plants producing aircraft parts. When shipbuilding began to draw more strangers within the gates, the *Shipyard Times* was launched on the same basis. Today, without revealing figures of employment which is a military secret, it can be said that the two papers serve a community comparable with Seattle in size, with payrolls ex-

ceeding a half-billion dollars yearly.

Editing a newspaper for this community was easier than convincing business men that such a community was there, offering a new market distinctly different and requiring different sales methods.

The aircraft and shipyard newspapers are, at first glance, exactly like Los Angeles dailies, with first-page spreads, city news, women's pages, sports, theater reviews. But, it is all aircraft or shipyard news—no general news at all. For the different aircraft plants there are different editions, carrying news of the organizations among which they are distributed. This news is gathered by paid correspondents inside the plants. The women's pages are for wives, many of whom work in an aircraft plant. And a department which helps war workers find friends from back home shows the character of the reader audience.

Since Pearl Harbor, Los Angeles merchants, manufacturers, theater managers, and other executives with something to sell, have been getting acquainted with this amazing new market. What they have learned is undoubtedly applicable to other war workers' communities.

New Wealth—But No Splurge

At first these strangers were regarded as "factory hands," lower income bracket. They were considered temporary—with peace, they would disappear.

Then, wild rumors spread about war wages, and an Eastern editor sent a writer to observe the "night life" of war workers, and to gather statistics on champagne sales.

In both cases, they were off the beam. War workers make substantial industrial wages, but they do not splurge. They are more likely to be found in a furniture store than a night club.

They like theaters; and when managers like Earl Carroll, with a dinner and a stage show, woke up to the fact that many worked on shifts which made it impossible for them to attend during normal hours, and put on special swing shift shows at midnight, they began to notice increased attendance.

War workers everywhere work around the clock, seven days every week. So, they need special marketing service. Los Angeles stores have provided night shopping facilities, and even the radio stations run all-night programs, repeating their best daytime features by transcription.

Birth rates have risen sharply in Southern California since war work-

Test Your I. Q. Of Markets

Quiz.

In what midwest city in the United States are located the world's largest steel mills?

In what trading area are over 90% of the wage earners employed in these mills or on other war work?

In what midwest city are plants being expanded and new plants constructed that will provide work for 10,000 more before June 1, 1943, making the total over 50,000?

In what trading area in Indiana do you get a coverage of over 86% of the occupied dwellings in the city zone with the one daily paper published in the area, a coverage not approached by any other medium circulating in that area?

In what city in Indiana did the buying power jump from \$74,000,000 in 1940 to \$110,000,000 in 1942 and is still going up?

In what city in Indiana does the one newspaper operate a continuous grocery merchandise inventory, making the market an ideal testing ground for copy and campaigns, at a national advertising rate that is the lowest for such a service?

Answer.

The one answer to these questions is Gary, Indiana, and the only answer if you want to be sure to reach the families of business men, mill executives and workers in this fast growing and prosperous market is to put on your must list

THE GARY POST TRIBUNE

Represented Nationally by

BURKE, KUIPERS & MAHONEY

203 No. Wabash Ave.
Chicago, Ill.

420 Lexington Ave.
New York, N. Y.

ers came there. The majority of the workers are young people, often newly-weds, or with young children, holding their first jobs, and busy establishing homes. They buy furniture, cars, radio sets, refrigerators. One family in seven has bought a home, indicating that the strangers like California, and want to stay.

Since Pearl Harbor there has been an agitation which should give any sales manager or advertising man a market clue of direct value. Who will take care of the children while their mothers work in war plants? Schools

are crowded and are not the answer. Mushroom day nurseries of doubtful character have sprung up, and now the state social welfare agencies are providing facilities. Anything which appeals to young women going into war plants, with children to be safeguarded and taught, and probably a husband in the armed forces, is right on the beam—and there will be thousands more women like that during the coming year.

Surveys made by Mr. McKinnon among aircraft workers show that they are typical young Americans in their

ambitions and desires, but with working and purchasing conditions decidedly different because of their emergency employment.

They are family people—76% are married, with an average of three persons in the family and more children in prospect.

At present, 87% rent houses, apartments or rooms, but when war limitations on building are lifted, many will be purchasers of homes.

Ninety-five per cent of the war workers own cars, and despite difficulties of tires, gasoline rationing and the suspension of car building, they are car-minded. Cars brought them to a new region; they have found living quarters within driving distance; they reluctantly change over to other kinds of transportation, and a new car will be one of their first purchases in normal times.

Radio ownership is 96%. Rents average \$30 to \$50 a month.

Workers Are Well-Groomed

There is great pride in personal appearance. Visitors from the older industrial centers are struck by the Hollywood swank of the new aircraft workers who wear slacks instead of overalls, with the Lockheed or Douglas button ever in sight. Figures indicate that women spend for street dresses from \$12.50 to \$20; cotton house dresses, \$2 to \$5; sports coats, \$16.50 to \$25; shoes, \$5 to \$8.50; hats, \$4 to \$8.50.

Weekly earnings in aircraft plants range from \$28 to around \$65, and higher wages for special skills. More than 60% are within the \$34 to \$49 range; 6% are under \$34 (beginners who will soon receive bigger checks); 13% earn from \$49 to \$64; 5% exceed \$65. Shipyard wages average higher, because that industry needs older men more experienced in mechanics. Aircraft workers' ages range from 28 to 35, and shipyard ages from 30 to 50.

If Los Angeles experience is a guide, then the sales manager or advertising copy writer who wants to reach this new market will lay aside pre-conceived ideas, and proceed to learn its peculiar working and living conditions, and its technical viewpoints.

War workers are definitely proud of themselves. They have come from farms and small towns; they have learned to do some particular task for which they are paid more than they ever have earned before, and so consider themselves up-and-coming people.

Aircraft workers are about 50%

SALES MANAGEMENT

RADIANT REALITIES

TYPESETTING

PRINTING ADVISERS

BINDING

MAILING SERVICE

CATALOGUES

PUBLICATIONS

GENERAL PRINTING

PRESS WORK

ADVERTISING ADVISERS

CREATIVE IDEAS

ARTISTS-ENGRAVERS

ELECTROTYPERS



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Presswork We have the most modern presses to produce any type of printing job economically. Color presses, one or more colors, operated by master pressmen.

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Mailing If desired, we mail your printed matter direct from Chicago—the central point of distribution. The facilities of our binding and mailing departments are so equipped that we deliver to the post office or customer as fast as our presses print.

Excellent Quality

Due to—Modern Equipment and Master Printers.

Quick Delivery

Due to—Modern Automatic Machinery—Day and Night Service.

Right Price

Due to—Superior Facilities and Efficient Management.

Satisfied Customers

Quality, Service and Economy in good printing keeps all satisfied. We have solved many printing, publication, catalogue, advertising and mailing problems. LET US SOLVE YOUR PROBLEM.

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Highest Credit

more conscious of their success, and have a "So what?" complex which is partly youthful, and partly based on their connection with the industry rating No. 1 in the winning of this war. In ability, they have yet to win permanent places in the industry; but they consider themselves part of it, and are studying to qualify for permanent places. They feel that they speak a different language, and think differently than workers in older industries. They are intensely interested in news affecting their occupation, such as draft exemptions which the McKinnon papers publish in full. It was news when Vultee Aircraft, Inc., ruled out the "rogues' gallery" type of photo for identification tags, and allowed women to beautify themselves before being photographed, on the principle that photos most like themselves would furnish the best identification.

In selling aircraft workers, it is good policy to recognize the high rating they accord themselves.

Less Glamour, Equal Pride

The shipyard workers are less cocky, more receptive, and kindly. They are older men, with longer experience in mechanical trades, who have had their downs as well as their ups, and who have less glamor.

In selling them, however, it should be remembered that they, too, take pride in their work as essential to war, and in their abilities which is reflected in higher wages. The average aircraft wage in the Los Angeles area is \$44.81 weekly, and shipyard wages average \$65.51.

All around the aircraft plants and shipyards are thousands of men and women who work in factories producing parts—everything from a patent seal-cap to go on tube ends in airplanes during construction, to ships' ventilation cowls. They are all war workers, and part of the war market; therefore, sales approaches that convince aircraft plant and shipyard workers will convince many more customers who are seldom seen, and seldom included in the war worker statistics.

The outstanding fact about war workers is that most of them are new to the communities to which they have migrated, and are not interested yet in local affairs, and are more likely to read home-town newspapers. Recently, the four Los Angeles daily papers launched an advertising campaign to interest new readers. No single paper is mentioned, but the copy reiterates "Read a Los Angeles daily paper, keep up with the times."

While war workers are establishing

themselves in new communities, their work, their shop talk, their personalities, ambitions and plans for the future, are the closest line of approach.

Next in importance, Mr. McKinnon believes, is an effort to avoid "talking down" to the stranger within the gates.

Just what it is in the white collar man engaged in selling or management that leads him to think the overalls man has less ability and brains—who can say?

The man in overalls may have more responsibility than the white collar

man; he may possess a better education in his technical field, and receive a bigger pay envelope. There is no occupational basis for talking down to him, and every reason to talk up.

As a citizen and family head, he has desires and ambitions very much like those of the white collar man, and selling methods keyed to their desires and ambitions will interest him just as surely.

Moreover, if the sales approach is made on his standing as an American family head, there will be no danger of talking down.



DETROITERS:

- live well
- work hard
- earn 33 million dollars weekly
- spend freely
- read *The Free Press* regularly

The Detroit Free Press

Story, Brooks & Finley, Inc., Natl. Representatives

Philadelphia Blueprints a Program For Civic Post-War Preparation

The Quaker City's well-rounded plan for organizing its resources and its leadership to deal intelligently with the problems it will face on "V" Day might well provide an inspiration for other communities. It covers a wide variety of projects: Labor problems, public health, municipal finance, reconversion.

(This is the seventh of a series of articles on post-war planning. The first, "Post-War Planning: What Is It, and What Shall We Do About It?" appeared in SALES MANAGEMENT for September 1. "Report No. 2 on Post-War Planning: The Producers Council Program," appeared in the October 1 issue. "Research for Post-War Planning: A Practical Five-Point Program," followed in the October 10 issue. "Nine Important Problems You and I Will Face on V-Day," appeared in the November 15 issue, and "The Human Side of Industry's Post-War Management Problem," appeared in the December 1 issue. "That 'Happier Tomorrow': If We Want It, We Must Plan Today," by Stanley Holme, Economist, General Electric Special Planning Committee, General Electric Co., appeared December 15.

Individual reprints are available from SALES MANAGEMENT, 386 Fourth Avenue, New York, N. Y.—THE EDITORS.)

WHAT for victory? What after victory? The answers to these two questions keynote Philadelphia's all-out win-the-war and win-the-peace program.

Progressive cities and chambers of commerce, like far-sighted industries and companies, realized that the immediate task is the winning of the war, but that victory will bring problems and responsibilities which must be given attention now.

The "Philadelphia Story" is the story of how one city in the country organized the thinking of its leading civic, industrial and commercial and labor leaders to develop a program for the community which will enable industry and commerce in the metropolis to chart a practical course of operation for the duration of the war and for the post-war period.

The first chapter in the story was the series of war and post-war conferences held early this year under the sponsorship of the Philadelphia Chamber of Commerce and the Philadelphia Board of Trade* in which more than

5,000 people participated. The meetings were endorsed by 24 outstanding businessmen, industrialists and labor people in the city, and were organized under the chairmanship of Horace P. Liversidge, president of the Philadelphia Electric Co. A series of 30 discussion meetings was held over a three weeks' period to elicit concrete proposals on which the entire community could base a constructive program for war and post-war action.

Discussion Highlights

Topics discussed included taxation, city planning, decentralization, development of the Port of Philadelphia, as well as post-war industrial problems and the subjects of public improvements and city planning. In connection with conditions imposed upon the community as a direct result of its important role in the nation's war production program, discussion highlighted, among other things:

Measures for facilitating and accelerating necessary physical readjustments in commerce and industry, with a minimum disturbance to business relationships and economic equilibrium.

Housing and transportation problems arising from the influx of war workers.

Promotion and maintenance of amicable relations between employer and employe to assure maximum production.

Public health and safety programs designed to assure the greatest possible utilization of the city's human resources.

Methods for improving the effectiveness of civilian defense precautions.

In anticipation of other problems, certain to arise at the close of the war, topics receiving consideration at the meetings included:

The re-absorption by business and industry of the thousands of local men now in our armed forces, or soon to be called to them.

Women Leaders Participate

Measures for easing the reconversion of business and industry to peacetime pursuits.

Procedures designed to assure the maintenance of free enterprise, and the creation of greater economic stability.

The development of a unified city improvement program, to attract new industries to the community.

The fostering of a promotion and advertising campaign to "sell" Philadelphia.

The role of the Chamber of Commerce, itself.

A noteworthy feature of the series was an afternoon meeting for women only with the chairman of the War Service Department of the General Federation of Women's Clubs presiding. This conference marked the first occasion in the history of Philadelphia when women leaders of the community were invited to participate in the formation of a community program.

The suggestions at the conferences, in a summarized form, were submitted to a Board of Review, composed of ten outstanding men, for study and recommendation as to the form which a war and post-war program for Philadelphia should take. This board met,



* The Philadelphia Chamber of Commerce and the Philadelphia Board of Trade were merged into one organization in the fall of this year.

and recommended a ten-point program which was later adopted by the Philadelphia Chamber of Commerce and Board of Trade as "The Philadelphia Program."

The Philadelphia Program

1. Immediate re-establishment of the "Panel System" for handling labor problems, based on the successful system employed in Philadelphia from 1933 to 1935 and widely copied by other cities, whereby harmonious relationships may be maintained between employer and employee so that Philadelphia's productive capacity may be utilized to the limit.

2. Expansion of the present program of public health, safety and fire prevention, not only to maintain civilian health and morale and conserve manpower for the nation's needs, but also to assure lasting benefits to coming generations.

3. A determined drive to keep Philadelphia's municipal finances in such shape, without impairing municipal services, so that with the retirement of bond issues and accumulation of a surplus, the city will be able at the conclusion of the war, to launch a comprehensive Philadelphia Improvement Plan, to bring to a conclusion many of the projects urgently needed to advance the city. In connection with this, an effort will be made to obtain complete accord in all organizations and groups on the program before the end of the war, so that at its conclusion, it will be possible to use the program to cushion any unemployment which may result from the cessation of war work in Philadelphia industries.

4. Rehabilitation of the city's water and sewerage systems and any other municipal services needed to continue Philadelphia's war effort.

5. A study of the problems of small business so that the war pressure and dislocation of normal industry and business will not take a heavy toll of Philadelphia's business structure.

6. Endeavor now to interest Philadelphia business and financial leaders in the possibility of providing Philadelphia with adequate ship service when normal trade routes once again are in use. The Federal Government's merchant ship-building program presages a vast reservoir of ships after the war, which will be available for those ports and cities which energetically set up ship lines and promote their use.

For the period following the war, certain preparations should be made at once, so that all preliminary studies can be made and methods adopted for meeting situations certain to arise. One of the most serious of these is concerned with reconversion of industry and retention of employment at the highest possible peak.

Suggested as steps in the post-war program are the following:

1. Develop now a plan for the reconversion of industry to peacetime production so that Philadelphia will be kept on a competitive basis with other great industrial centers. So heavily is Philadelphia engaged in war production, that, unless properly prepared, the let-down to peacetime production will produce a serious situation. Research for new products at the present

time, the securing of new and important industries, the planning for orderly demobilization of military forces at the close of the war, all will act to bring about the post-war transition with a minimum of unemployment and lost time.

2. An active cultivation of foreign markets should be made by Philadelphia firms at this time, especially with Latin-American countries, with a view to building goodwill which will determine Philadelphia's success or failure in the future competition for foreign trade.

3. Creation of a civic council which will bring into closer cooperation and working agreement all business, trade, civic and neighborhood associations which will provide city-wide support for programs on city-planning, slum clearance, public improvements, and all other vital municipal problems. This group would be especially effective in plotting the course of the city's

development needed after the close of the war and would provide the means of procuring complete civic unanimity and bring to completion long-deferred and needed improvements. An effective city planning agency is necessary to implement this work properly.

4. Philadelphia's retail and wholesale trade has been a definite contributing factor to the social economic life of the community. The contributions of these businesses have been of supreme importance as has been the interest of the consumer. Maintenance of payrolls, which provide the purchasing power of the community, and expansion of services to the retail and wholesale trade are prime considerations in meeting the changed conditions being imposed upon the entire country.

A permanent committee to carry out the Philadelphia Plan was set up under the Philadelphia Chamber of

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No other daily newspaper is published in Worcester. If you plan advertising in New England, Worcester is a "MUST" on your schedule.

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WORCESTER, MASSACHUSETTS
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Commerce and the Philadelphia Board of Trade. Its members included: Merle M. Odgers, general chairman, president, Girard College; James M. Skinner, vice-chairman, former president, Philco Radio and Television Corp.; John A. Diemand, vice-president, Insurance Co. of North America; George Bartol, Jr., industrialist; Harry B. Bryans, vice-president, Philadelphia Electric Co.; Andrew J. Davis, vice-president, Provident Mutual Life Insurance Co.; G. S. Derry, president, Philadelphia Coca-Cola Bottling Co.; William D. Disston, Henry Disston & Sons, Inc.; Charles R. Bird, General Outdoor Advertising Co.; John A. Stevenson, president, Penn Mutual Life Insurance Co.; and Horace P. Liversidge, president, Philadelphia Electric Co.

Today the program is under way. A committee has been created to develop a comprehensive Philadelphia Development Plan, the integral parts of which are in the process of being determined now. Engineering studies will be made, and financing arranged so far as possible, in order that the program can be started at the close of the war to cushion the effects of industrial slow-down.

Recommended subjects for the Philadelphia Development Plan include

new arterial highways, improvement of the river front and port facilities, completion of the Schuylkill River improvements, the removal of the elevated structure on the main commercial street, and reclamation of areas adjacent to the central city business section for business or residential areas.

One of the first projects started under the new set-up was the Philadelphia Plan for Wartime Business Clinics. The plan was designed first to instruct the Philadelphia small business man in the effects of war restrictions, and second to bring about united action in each trade or service to cut costs and save business structures.

A series of wartime business clinics, sponsored by the United States Department of Commerce, the United States Office of Education, state and city divisions of public education, the production and distribution and the Philadelphia Chamber of Commerce and the Philadelphia Board of Trade were held. The clinics started off with a meeting in the auditorium of the largest high school.

Speakers included Honorable Wayne C. Taylor, Under Secretary of Commerce, and General Frank J. McSherry, director of operations for the War Manpower Commission. Closely

following the mass meeting, there were district meetings, one in each of the nine high school auditoriums selected to cover all sections of the city. These sessions provided the local merchant and small business man with the best available instruction in the operation and effects of wartime business restrictions. Experts from the OPA, the WPB, the ODT, the War Manpower Commission and the Philadelphia Federal Reserve Bank spoke briefly, and then answered all questions from the audience.

The third, and possibly the most important, phase of the Philadelphia Wartime Business Clinics was the trade meetings. Separate meetings were held for all trades—for butchers, grocers, druggists, shoe store managers, radio store owners, etc. Chairmen for the trade meetings were trained at Temple University last summer in a special course called "Content and Methods of Conducting Wartime Business Clinics," conducted under the George Deen Act.*

Trade Meetings Are Held

Action at the trade meetings was up to the given group. The chairman offered such topics for discussion as the pooling or swapping of inventories, the changing or reducing of store hours, the most effective use of clerical help, ways and means to make the customer conform to wartime efficiency in buying, how can merchandising groups, such as dealers in electrical equipment, radios, and metals reduce operations with the least loss, etc.

Already the morale value of the program can be seen in the new spirit among local merchants, in their confidence that they are being aided, and that they are essential to the community as a whole.

Philadelphia faces major battles before she can overcome her war and anticipated post-war problems. To win these battles, she is mobilizing her citizenry and is supplying them with ammunition. She is bringing to their support aroused public opinion, and she is furnishing them with the means through which their opinion can best be brought to bear.

* For full information on the George Deen Act, see SM, August 1 and September 1, 1941 issues.

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**Your friend "Long Life" now brings you
ARTKRAFT
Hot Cathode
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Gives efficient operation at 85 to 135 volts. Can also be used on 220 and 440 volt systems, single or three-phase. Cannot short circuit the line.
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at rated voltage. 98% or over within 85 to 135-volt range.
- "EASY MOUNT" LUMINAIRE ALLOWS INSTANT REMOVAL, WITHOUT TOOLS, FOR CLEANING NON-FERROUS REFLECTOR OR LAMP.

- CONSTANT TEMPERATURE HOT CATHODES.
Light at 40 below zero, operate efficiently at low temperatures.
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SALES MANAGEMENT

Significant Shorts on Post-War Planning

CROSLEY CORP., Cincinnati, is actively planning its post-war program in radio and appliance distribution. To keep its men informed and, at the same time, consult with its peacetime distribution commission, a series of Crosley meetings is being held throughout the country. At one of the meetings, J. H. Rasmusson, manager of the radio, appliances and automotive division, told Crosley distributors of the company's post-war planning activities: "Post-war plans must be made now in order that our factories may be reconverted quickly to peacetime operations when the war ends, to prevent any extended period of unemployment."

* * *

Union Bag and Paper Co., New York City, has appointed a manager of post-war planning, whose assignment is to study social, political and economic changes and their possible effect on all company departments.

* * *

The Norge Division of Borg-Warner Corp., Detroit, has been making a survey among its dealers to find out how many of them expect to be in business when the war is over, what Norge can do to assist them during current difficult days, and how they are preparing to get back into the groove immediately after V-Day.

* * *

Owens-Illinois Glass Co., Toledo, has set up a horizontal research department to serve all divisions of its business, and to develop a post-war program for the company.

* * *

Charles M. A. Atine, vice-president, E. I. Du Pont de Nemours & Co., Inc., Wilmington, at a meeting of the American Chemical Society, predicted that aluminum automobiles, plastic bearings, glass that floats, and leatherless shoes would be common possessions in the post-war America.

* * *

General Motors Corp., Detroit, has earmarked over nine million dollars for post-war contingencies and rehabilitation as part of its A. H. Day* (*After Hitler.)

* * *

Pitney Bowes Postage Meter Co., Stamford, Conn., has announced a new public service machine, the Mailomat, for immediate production after the war.

* * *

Civic and business leaders in San Francisco have formed an Air Transport Planning Committee to study and

survey the whole subject of air freight transportation in relation to San Francisco's facilities and potential facilities. This committee's studies are auxiliary to plans announced several months ago by John F. Marias, president, California State Board of Harbor Commissioners, which state that the Board is formulating plans for a gigantic aquatic airport to be constructed at San Francisco to accommodate proposed flying freight trains.

* * *

Ralph J. Cordiner, president of Schick Dry Shaver, Inc., announces the creation of a post-war planning

committee and the addition of three engineers to the company's research staff.

* * *

The Carborundum Co., is not only plotting new products, but it is experimentally marketing them on a small scale, so that when peace strikes, it will have the bugs worked out of promotion and distribution. Here and there, a new pilot plant, paid for by war profits, is quietly working the production kinks out of a new idea—new and improved carbon-blacks for the tire industry, new wear-resisting coatings, etc.

SOME "Tops" for ADVERTISERS

- ★ In these days of increased mechanization and expanded industrialism, advertising men call *Popular Mechanics* a "natural" oftener than ever before.
- ★ Without special offers and at top prices—subscription and newsstands—for magazines in its field, *Popular Mechanics* is at its top circulation for all time.
- ★ With *Popular Mechanics*, advertisers are reaching hundreds of thousands of industrially employed men, now America's top consumer market earning the top incomes of their working lives.
- ★ You can reach this top market through *Popular Mechanics'* top circulation, with the frequency you need, at a cost less than \$1.30 per page per thousand.
- ★ Isn't *Popular Mechanics* a "natural" for goods you want to sell now or for the preservation of markets for the future?

POPULAR MECHANICS
Magazine

200 East Ontario Street, Chicago • New York • Detroit • Columbus



Alibi of a New Year's reveler: "I didn't know I was loaded."

* * *

On this January First, one resolution outweighs all others: Win the war for keeps in the shortest possible time.

* * *

"There Will Always Be A Hardware Store" is the title of an interesting reassuring booklet issued under the imprimatur of George Griffiths, president of *Hardware Age*.

* * *

"The old gray spare ain't what it used to be," parodies National Safety Council.

* * *

I like the title which H. A. (lowman - on - a - totem - pole) Smith has picked for his next book, due to hit the February lists: "Life in a Putty-Knife Factory."

* * *

Name for a product like Sal Hepatica. If you use it, I'll settle for a nickel cigar. The name: Alkalax.

* * *

Through another Russian Winter, the Nazi invader will have to face the muzhik.

* * *

The war is more than half won for our side. In the ads!

* * *

A nursery could put out a seed-catalog as a sort of *Seeder's Digest*. And, the Missus adds, a card-shark could publish a *Cheater's Digest*.

* * *

Wonder how a Marine in the Solomons reacts to a headline that refers to welders and shipbuilders and other well-paid, comparatively safe civilians as "soldiers"?

* * *

"What two bright girls learned in a dim-out," headlines Pepsodent. You don't have to be bright to learn in a dim-out.

* * *

Ritter tobasco-flavored catsup is an "appeteaser."

* * *

"Her handlers said she needed more food and a dose of anti-cold medicine—probably eight quarts of straight whisky." Don't be shocked, Girls. This refers to Modoc, a circus elephant that went on a binge in Indiana.

[52]

Lieut. Lewis H. Conarro, of the U. S. S. Nevada, writes that a certain valiant Russian city should be spelled "Stolidgrad."

* * *

My generation had the "Brownies" . . . lovable little people who went about doing good deeds. This generation has the impish "Gremlins" . . . visible only to aviators. The source of the name is not clear to me, but the invention of "the little people" lends a human touch to the cruelest war in history.

* * *

Don't be a blaboteur!

* * *

NIT—"Call me a hack."

WIT—"Okay, you're a hack."

* * *

Add picturesque speech: "All of them, including Hikaru, had removed their *geta* (wooden sandals with cleats on both ends), twisted sideways on the seats, curled themselves up in the posture of embryos, and fallen asleep facing the windows."—George Barker in *The New Yorker*.

* * *

An I. C. S. ad tosses off some modern coinage I like: "Brutalitarian."

* * *

Dave Cathcart, now selling pills to Latins for Sterling Products International, comments that the new liquor prices are enough to drive a man to sobriety.

* * *

In a one-minute transcription, "Virginia Dare" gets 14 mentions, cleverly excused by the theme: "Say it again."

* * *

Incidentally, your grocer would send for the wagon if you tripped into his store chirping "Rinso White, Rinso White" in the rising-inflection, bird-call manner of the transcription. It drives me nuts just listening. And I would like to have been within gunshot of the announcer who kept blabbering: "Lucky Strike green has gone to war," without once explaining what he meant by Lucky Strike green. At least, at first.

* * *

I have great hopes for Victory now. The growing inefficiency of the people left behind leads me to believe that all the *efficient* people are at the front and on production-lines here.

Current Chilton headline in the seller's market series reintroduces some old friends: "Genii with the light-brown Aladdin."

* * *

"You Can't Get a Raise Just by Deserving It."—Title of an article. Any office-boy could tell you that.

* * *

Joe Miller Dep't: What has a girl in common with a radio station? Her popularity is judged by male-response. (Yuk, yuk, yuk.)

* * *

Speaking of whisky, Carstairs parodied: "Walk . . . don't run . . . to the nearest entrance."

* * *

If that's the way you feel, Pronounce it "automoBEEL." But, for purists, "autoMOble" Makes it sound a mite more noble.

* * *

Okay, Myrtle, if you insist: A key-stone is an arch-supporter.

* * *

Hal Schmeck reports that Sanderson and Porter, a construction-firm in Pine Bluff, Ark., ran this ad in the New Orleans *Times-Picayune*: "Wanted: Steamfitter welders, steamfitters, plumbers. Sanderson and Porter, engineers and contractors, Pine Bluff Arsenal, Pine Bluff, Ark." and was amused to get this reply: "Understand you is in need some sandersons and porters at the plant. I am a porter and like know how much you pays. Also, what is a sanderson and how much does it pay?"

* * *

Slogan for Webb Young neckwear: "Fit to be tied."

* * *

United States Rubber's ad, "The Empty Room," has had wide publicity. If you like tear-jerkers, this should have given you your money's worth.

* * *

Hope the Republicans don't muff the best chance they've had in ten lean years.

* * *

Bob Graham calls my attention to a slogan which the Philadelphia *Inquirer* is using on suburban car-cards: "Know before you go." The cards also say this is the paper "with the most advertising." With big stores on staggered hours, many women are probably needlessly disappointed when they arrive in town at nine on a day when stores don't open till noon, Bob points out. The ads: "Read 'em and reap."

* * *

If Max Werner is right in his prediction of war's end, you'll have the Happy New Year I wish you.

—T. HARRY THOMPSON

SALES MANAGEMENT



E. S. Lowe Co. has applied an interesting packaging idea to familiar games like gin rummy, checkers and chess by offering them in compact "books" which solve the important question of where to keep such things when they're not in use.

"Bookshelf Games" Hit Jackpot; Sell to Service Men & Home Folks

INTEREST in parlor games is at a high peak in these gasless, tireless days. Since the materials of which games are made are little affected by the war, manufacturers are turning out new games at so swift a pace that the stores scarcely can keep up with them. But retailers are not complaining; they are glad to be provided with one type of merchandise that is not scarce and which fills a present-day need. They are taking full advantage of the trend by aggressive promotions based on the "Fun-at-Home" theme.

Service men, as well as home folks, are enthusiastic about games. Both manufacturers and retailers are cultivating the service men's market, but greatest inroads into it probably have been made by the six-year-old firm, E. S. Lowe Co., Inc., New York City, with its line of "Bookshelf Games."

As their name indicates, the games are in book-type containers of pocket-size, bound in simulated Morocco. Lined up together between book-ends, they look exactly like a set of small leather-bound books, with such titles (in gold letters) as "Gin Rummy," "Backgammon," "Bingo," "Dominoes," "Checkers," "Cribbage," and "Chess." There are eighteen titles in the "Bookshelf of Games," as the manufacturers term it, all old favorites—and that alone is noteworthy in this era of a new-game-every-week.

The Lowe company brought out the Bookshelf line in July, with the individual games retailing from 50c to \$1, and Deluxe editions selling for as much as \$5. Though designed to fit the needs of men in the fighting forces, the games have met acceptance from people in all walks of life. "We give the public what it wants, and it

wants the old favorites," a spokesman for the firm told SM, adding that service men, in particular, like small, compact versions of games *with which they are familiar*. That the company's hunch was correct, is indicated by the fact that it has on hand "four times as many orders as we can currently fill," and that it has just opened a second factory which will triple present production.

It is easy to understand the good response of Uncle Sam's boys to the games. There is some variation in size, but there is uniformity in the design of the cases, which somewhat resemble manicure kits. There is a cover, with snap fastener, which lifts back while the game is being played.

Promotion Tools Build Sales

But the company can take credit for its good sales volume for a reason other than compactness and good design. It has furnished dealers with a wealth of promotional material—display material, streamers, fifteen different kinds of advertising mats and a gift carton for men and women in service. One particularly attractive sales aid is an envelope stuffer entitled, "The 18 Popular 'Pocket Size' Adult Games." There's space on the front for the store's imprint, and the illustration shows the line-up of books between book-ends. (The book-ends, appropriately enough, are in the form of dachshund's heads.) The stuffers are supplied to dealers, with names imprinted, at cost.

There's a suspicion that the same master mind that designed the games also designed the booklet of dealer helps. Indexed for ready reference, it shows reproductions of mats segregated by size (1, 2 and 3 column),

with a special section devoted to photographs of the games. On another page there is a reproduction of an advertisement appearing in seven national magazines. There's a section entitled "Merchandising Suggestions," which tells how to use the dealer aids and makes such recommendations as, "Display them (the games) in your Luggage Department—they're grand traveling companions . . ." And this bit of sound advice, "Always display the *complete* set. Its small size—only 18 inches from end to end—is a powerful selling point."

It is obvious that dealers like to handle the games, partly because there's a good mark-up on them, and partly because the unit of sale is often quite large. Even though a customer may not buy the entire eighteen, he is likely to be tempted to buy enough of the "volumes," to make a good showing between book-ends. Repeat purchases also are often made. Distribution is through the regular outlets—toy and adult game departments of department stores, stationery stores, gift shops, drug stores, hobby shops. Within recent months other types of retail establishments have taken on lines of games, to build up stocks otherwise depleted. Camera shops and sporting goods stores are in this group, and both are selling the Bookshelf of Games.

"Never in my experience have I manufactured an item with so much customer appeal as the Bookshelf Games," recently commented Ed Lowe, head of the E. S. Lowe Co., Inc.

Did you miss
JEFFERS?
TRUMAN?
MAUROIS?

In Person

on the **NEW**
MARCH OF TIME
Sponsored by the Editors of
TIME

The Weekly Newsmagazine

LISTEN TO A **NEW** GROUP OF
NEWS-MAKERS NEXT THURSDAY
NBC
NETWORK **10:30** P.M.
EWT

On the Wartime Sales Front

Food for Thought

More and more, food is being used as a weapon of war. Food requirements for the armed forces and Lend-Lease for 1943 will be 50% greater than in 1942. The Department of Agriculture estimates that 20% of the nation's agricultural products will be required for war uses. Add to this packaging problems, transportation difficulties, and governmental regulations, and you will get a pretty accurate picture of the food situation in '43. Conservation curtailment of variety standardization and grade labeling form the main outline.

Shortages and Scarcities: Rationing of nearly all foods seems to be but a question of time. Food shortages are spreading from coast to coast. Retailers, wholesalers and manufacturers are in general agreement with government officials that general food rationing is the only solution. A survey made by the *Wall Street Journal* of the food situation in key metropolitan areas revealed the following: The most important shortage right now is in meat, but canned goods are thinning out on grocers' shelves from Boston to San Francisco. Grocers in many cities are running short of dairy products, particularly butter. Informal rationing from a quarter-pound to a pound per customer has become the rule. Bulk ice cream sales are being limited. Cocoa is next to unobtainable. Ready-mixed cake and bread preparations are running short. Margarine sales are skyrocketing. Pittsburgh, among other reporting cities, is out of dried fruits. Condensed milk is hard to buy in some areas. Detroit packing houses are closing down for lack of meat. Pacific Coast residents have almost eaten themselves out of meat 20 days ahead of schedule, and face the possibility of a meatless Christmas.

Grade Labeling: Under the impact of total war, grade labeling has come to the food industry. Already grade labeling has been ordered by the Office of Price Administration in connection with price ceilings on turkeys, onions, potatoes and dried beans, but these are not products normally associated with grade labeling. The first actual OPA-ordered grade labeling on canned goods probably will be on citrus fruits now being canned in Florida. Canned spinach is expected to follow, and virtually the entire 1943 pack of canned fruits and vegetables will be grade labeled, unless the unforeseen occurs. According to A. C. Hoffman, head of OPA's Food Price Division, OPA will not insist upon A, B, C labeling, but will permit use of such standard trade terms as fancy, choice, extra standard and standard. Wherever possible, grades will be those already established by Agricultural Marketing Administration's Food Standards Section. These are available for the bulk of canned fruits and vegetables and others are expected later. Grade statements on labels will be approximately the same size type as that required by the Food and Drug Administration for the statement of net contents.

Extenders: The epidemic of meat and coffee extenders is still flourishing. Barely a day passes without the introduction of a new "extender" or the introduction of an "extender" use for a product already on the market. General Foods has developed a tea stretcher called Teem, a blend of tea and South American mate. . . . General Mills is advertising its dehydrated soups as a change from coffee or tea. . . . Maggi bouillon cubes are being promoted as a winter-time drink for fuel-rationed homes. . . . Jewell Tea

Co.'s new Troxa, a coffee extender, is enjoying a boom as are Jaj-Vah, Holsum Product's "stretcher-substitute," and Postum, General Foods' cereal beverage. Wheat Flour Institute, affiliate of Millers' National Federation, has prepared a 16-page pamphlet which deals with the subject of nutritious foods to take the place of meat and ways of stretching meat dishes. This move is believed to be one of the first instances in which a food organization devoted to one product (in this case wheat) has developed recipes and menus applying to another line of food entirely. However, nearly all of the dishes use flour in some form or other—such as meat pies.

Salting Coal Away

Salt will do more than add spice to the civilian's life this winter; it will help to add a little of that much-needed heat. Based on a U. S. Bureau of Mines report that a reduction of 35% in soot may be achieved by adding salt to coal, leading salt companies are promoting the sale of salt as a coal saver. Worcester Salt Co., New York City, is offering a display card and folder quoting the U. S. Bureau of Mines to the effect that a "small amount of salt sprinkled on furnace fires daily will keep the heat system free from soot and save coal." . . . Morton Salt Co., Chicago, is distributing a folder telling how Morton's Salt can be used to free heating systems of soot to save fuel.

A Sales Organization At War

"What shall we do with our sales organization?" This was a question in the minds of many sales executives when their companies were converted 100% to war production. Zenith Radio Corp., Chicago, has successfully answered that question for itself. According to J. J. Nance, vice-president and director of sales, Zenith realized that men who had spent years contacting distributors and dealers were well suited to turn their efforts to war work, and the contacting of government officials, manufacturers, sub-contractors and others. The war program of the sales forces is handled very much like the civilian program. Each man is given the responsibility of one or more accounts, and all details from the time the contract is signed until production is in full progress are under his supervision. Other of the men, formerly in sales work, devote their time to the expediting of materials. It is their job to see that materials are produced and shipped into the Zenith plant in accordance with schedules of production. Four of the division managers are on the job contacting Zenith distributors and dealers, carrying through with the organization's new product program, the national service organization, and helping to solve the multitude of organization problems with which all dealers and distributors are confronted. The breakdown of the Zenith sales organization works out like this: *Washington Office:* Maintains direct contact with Army and Navy officials, and keeps in constant touch with all branches of the armed forces whom Zenith supplies. *Home Office:* Arrange for bids and contracts, follow through on production, etc. *Expeditors:* Work directly with the expediting department and are primarily concerned with the smooth, fast flow of raw and finished materials into the plant. *Divisional managers:* The country is divided into four parts, with a division manager in charge of each part and responsible for contact with the distributors in his region. Here is a well knit sales organization, converted to wartime needs and tuned up to meet today's conditions.

SALES MANAGEMENT

ADVERTISING ESTIMATE

Client Quality Manufacturing Co.

Compiled by A. M. Hamilton

PUBLICATION

CIRCULATION

IS

Factory Record

15,671 A.B.C.

Machine Journal 10,400

MEMO FROM
E. L. JONES
Media Director

Miss Smith—

In typing estimates
always fill in
the type of circulation

EJ

“I said Advertising Estimate...

Not Guesstimate”—AGENCY SPACE BUYER

“WE think it’s just as important for our clients to know all about the circulation of the publications that carry their advertising as it is for them to know about insertion dates and advertising rates.

“Circulation is the commodity the estimate covers and it’s what the advertiser is paying for. We think it’s good business practice to identify the type of circulation in our recommendations.

“‘A.B.C.’ after the name of a publication is our clients’ assurance that the selection was made on the basis of verified information. Our clients know that the facts in A.B.C. reports

provide an index that permits the best use of our judgement and experience.”

This paper is a member of the Audit Bureau of Circulations. We belong to A.B.C. so that we can supply facts about our circulation in accordance with the standards and terms that have been approved by advertisers and agencies. Our A.B.C. report tells how much circulation we have, how it was obtained, the business or occupational analysis of our readers, how many subscribers renew and other facts that are indispensable to effective, economical media selection and space buying.

SEND THE RIGHT MESSAGE TO THE RIGHT PEOPLE

Paid subscriptions and renewals, as defined by A.B.C. standards, indicate a reader audience that has responded to a publication’s editorial appeal. With the interests of readers thus identified, it becomes possible to reach specialized groups effectively with specialized advertising appeals.

SALES MANAGEMENT

Member of the Audit Bureau of Circulations



Ask for a copy of our latest A. B. C. report

A. B. C. = AUDIT BUREAU OF CIRCULATIONS = FACTS AS A MEASURE OF CIRCULATION VALUES

JANUARY 1, 1943

[55]

Sales Management High-Spot Cities

SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart on the business progress of approximately 200 of the leading market centers of the country. The ones shown in the following columns are those in which, for the month immediately following date of publication, Retail Sales and Services should compare most favorably with the similar period a year ago.

It is now possible, through an improvement in SALES MANAGEMENT'S techniques and processes of correlation, to estimate the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures

as the purchase of coffee in a food store or wearing apparel in a clothing store.

Two wearing index figures are given, the first called, "City Index." This shows the ratio between the sales volume this year and last. A figure of 126.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 26% over the similar month a year ago. . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizeable gain over its own past, but the rate of gain may be less than that of the nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns.

Suggested uses for this index: (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials.



Retail Sales and Service Estimates for February, 1943

The combined dollar total of retail sales and services for February will be 4.5% above the same month of last year, SALES MANAGEMENT estimates show. The January gain is estimated at 5.0%. Dollarwise, in millions, the February figure is 4,550.0, the January figure, 4,837.0. Increased expenditures for services, amusements and hotels will tend to offset the depleted inventories of the retail shops.

As a special service this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months' Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

[56]

In studying these tables three primary points should be kept in mind:

1. How does the city stand in relation to its 1942 month? If the "City Index" is above 100, it is doing more business than a year ago.

2. How does the city stand in relation to the nation? If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the nation as a whole.

3. How *big* a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-sized cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

All but two of the 193 cities are set for a dollar gain in retail sales and services for February, with San Diego, Portland, Me., Colorado Springs and Mobile heading the procession. Waco is a newcomer to the list.

The first 20 are, in order of city-index ranking, San Diego, 163.6; Portland, Me., 157.9; Colorado Springs, 151.7; Mobile, 147.6; Waco, 137.3; Tacoma, 133.7; Long Beach, 132.0; Tucson, 131.6; Seattle, 128.2; Wichita, 127.2; Hartford, 126.3; Portsmouth, Va., 125.6; Portland, Ore., 125.2; Phoenix, 124.6; Durham, 124.4; Passaic, 124.2; East St. Louis, 123.6; Akron, 123.0; Oakland, 121.9; Fort Wayne, 121.3.

In dollar volume certain cities have jumped forward as compared with the last full year's report (SM Survey of Buying Power, April 10, 1942). Detroit has advanced from fourth to third, Washington from seventh to sixth, Cleveland from eighth to seventh, Seattle from 17th to 14th, Minneapolis from 18th to 16th, Kansas City from 19th to 18th, Portland, Ore., from 21st to 19th.

★ Cities marked with a star are "Preferred-Cities-of-the-month," with gains equaling or exceeding the national gain

RETAIL SALES AND SERVICES (S.M. Forecast for February, 1943)

	City Index	City Nat'l Index	\$ Millions
U. S. A.	104.5	100.0	4,550.00
Alabama			
★ Mobile	147.6	141.2	6.30
★ Birmingham	115.0	110.0	13.80
★ Montgomery	113.7	108.8	3.95
Arizona			
★ Tucson	131.6	125.9	3.25
★ Phoenix	124.6	119.2	6.00
Arkansas			
★ Little Rock	120.0	114.8	5.20
★ Fort Smith	119.7	114.5	.85

(Continued on page 58)

SALES MANAGEMENT

HERE is where Your Ads bulk up when you use→

Sales Management High-Spot Cities



These 2 True Story "Extras" do this . . .

- 1 True Story reaches more Wage Earner Families than any other magazine published.
- 2 True Story follows payrolls with the largest newsstand (flexible) proportion of any major magazine.

THE 72% jump in True Story's retail (newsstand) sales* is due in great measure to this fact—True Story moves with the money. Its 25 year old sales expectancy program allocates the bulk of our total sales—monthly and during sale—to points where buying power is greatest.

Thus your advertising in True Story automatically is concentrated where your sales potentials are greatest!

With magazine schedules of necessity planned months in advance, you need this True Story flexibility. For True Story—the only major magazine edited for Wage Earners, the families who make High-Spot Cities high—follows their payrolls!

Here is one sure way to give your selling effort extra pressure where you need it most—use True Story!

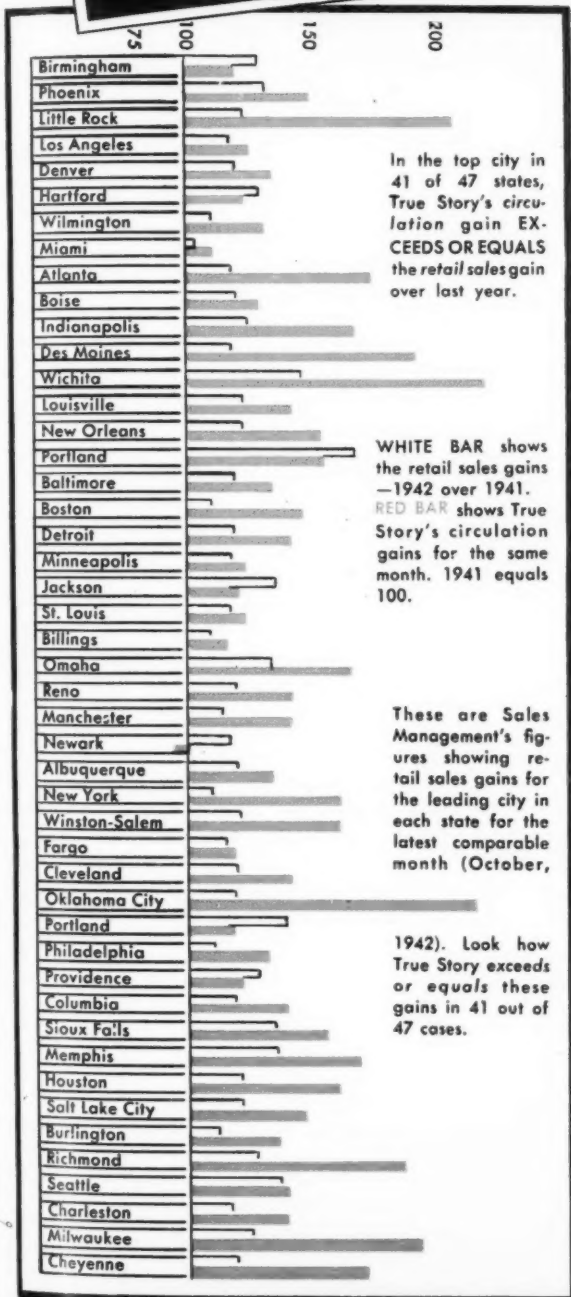
And True Story gives you these 4 other "Extras" as well!

- 3 LEAST DUPLICATED AUDIENCE. Starch finds that 2 out of 3 True Story readers report reading no other women's service or general monthly magazine.
- 4 RECORD PASS-ALONG. Two surveys have shown True Story gives most "eventual" families per dollar.
- 5 COVER-TO-COVER READERSHIP. The average True Story story is read by 70.3% of the people who buy the magazine.
- 6 HIGHEST AVERAGE AD READERSHIP . . . more advertisement readers on the average than any other magazine.



December Issue
Newsstand Circulation

**72% UP
OVER 1941**



True Story 43¢ Best Buy!

Edited for Wage Earners—the families who get 69¢ of every dollar spent to win the war!

Sales Management High-Spot Cities

(Continued from page 56)

RETAIL SALES AND SERVICES (S.M. Forecast for February, 1943)

	City Index	Nat'l Index	\$ Millions
California			
★ San Diego ..	163.6	156.5	18.50
★ Long Beach ..	132.0	126.3	11.50
★ Oakland	121.9	116.6	22.15
★ Stockton	110.6	105.8	4.10
★ San Jose	110.3	105.5	4.75
★ Berkeley	109.1	104.4	4.40
★ Los Angeles ..	107.9	103.2	87.30
★ San Francisco	107.3	102.8	44.20
★ Sacramento ..	105.2	100.8	7.95
Fresno	102.0	97.7	5.30
San Bernar- dino	100.5	96.1	2.60
Pasadena	100.3	96.0	5.55
Santa Barbara	100.0	95.7	2.30
Colorado			
★ Colorado Springs	151.7	145.2	2.90
★ Pueblo	111.7	106.9	2.20
★ Denver	109.6	104.9	19.10
Connecticut			
★ Hartford	126.3	120.9	16.05
★ New Britain ..	118.9	113.8	3.95
★ Bridgeport ..	115.7	110.7	9.50
★ Waterbury ..	112.5	107.6	6.10
★ New Haven ..	110.1	105.4	10.60
★ Stamford	104.6	100.1	3.30
Delaware			
★ Wilmington ..	106.3	101.7	7.90
District of Columbia			
★ Washington ..	115.3	110.3	58.70
Florida			
★ Tampa	114.8	109.8	6.20
★ Jacksonville ..	106.8	102.2	7.85
★ Miami	101.7	97.2	11.80
Georgia			
★ Augusta	118.7	113.6	3.00
★ Savannah	118.3	113.2	4.40
★ Macon	114.3	109.4	3.45
★ Atlanta	110.5	105.7	21.25
★ Albany	108.6	103.9	1.00
★ Columbus	108.3	103.6	2.75
Hawaii			
★ Honolulu	113.6	108.7	14.85
Idaho			
★ Boise	112.0	107.2	2.30
Illinois			
★ E. St. Louis ..	123.6	118.3	3.35
★ Rockford	113.5	108.6	5.25
★ Chicago	111.9	107.1	187.20

RETAIL SALES AND SERVICES (S.M. Forecast for February, 1943)

	City Index	Nat'l Index	\$ Millions
Illinois (Cont'd.)			
★ Moline-Rock Island-E. M.	108.9	104.2	4.40
★ Peoria	104.6	100.1	6.70
Indiana			
★ Fort Wayne ..	121.3	116.1	7.30
★ Indianapolis ..	118.5	113.4	24.60
★ Evansville	115.3	110.3	5.75
★ Terre Haute ..	115.2	110.2	4.25
★ Gary	106.4	101.8	5.00
★ South Bend ..	105.4	100.9	5.35
Iowa			
★ Sioux City ..	116.2	111.2	3.95
★ Des Moines ..	112.9	108.0	8.80
★ Cedar Rapids ..	110.5	105.7	3.90
★ Davenport ..	109.1	104.4	3.70
Kansas			
★ Wichita	127.2	121.7	7.75
★ Kansas City ..	121.2	116.0	4.40
★ Topeka	110.5	110.5	3.35
Kentucky			
★ Louisville	110.3	105.5	17.35
★ Lexington	109.2	104.5	4.00
Louisiana			
★ Shreveport ..	114.1	109.2	5.30
★ New Orleans ..	108.7	104.0	18.50
Maine			
★ Portland	157.9	151.1	7.60
★ Bangor	105.9	101.3	2.30
Maryland			
★ Baltimore	109.4	104.7	50.90
★ Cumberland ..	105.7	101.1	2.85
Massachusetts			
★ Springfield ..	115.3	110.3	10.05
★ New Bedford ..	110.6	105.8	9.40
★ Lowell	109.7	105.0	4.40
★ Worcester	102.6	104.9	10.80
★ Holyoke	108.7	104.0	2.40
★ Boston	106.8	102.2	55.00
Fall River	103.8	99.3	4.20
Michigan			
★ Jackson	116.7	111.7	3.85
★ Battle Creek ..	116.1	111.1	3.30
★ Lansing	114.7	109.8	6.20
★ Detroit	112.5	107.6	96.00
★ Bay City	111.9	107.1	2.80
★ Flint	106.8	101.8	8.75
★ Grand Rapids ..	105.8	101.2	10.30
★ Kalamazoo	103.8	99.3	4.30
★ Saginaw	103.5	99.0	4.30
Minnesota			
★ Minneapolis ..	109.9	105.2	28.10
★ St. Paul	109.7	105.0	16.30
★ Duluth	104.0	99.5	4.50
Mississippi			
★ Jackson	115.6	110.6	3.25
Missouri			
★ St. Joseph	116.3	111.3	3.35
★ Kansas City ..	112.8	107.9	25.60

RETAIL SALES AND SERVICES (S.M. Forecast for February, 1943)

	City Index	Nat'l Index	\$ Millions
Missouri (Cont'd.)			
★ St. Louis ...	114.1	109.2	43.50
★ Springfield ..	107.2	102.6	2.85
Montana			
★ Billings	103.1	98.7	1.80
Nebraska			
★ Omaha	114.1	109.2	12.00
★ Lincoln	110.2	105.4	3.70
Nevada			
★ Reno	113.1	108.2	2.85
New Hampshire			
★ Manchester ..	109.1	104.4	3.60
New Jersey			
★ Passaic	124.2	118.9	5.65
★ Camden	115.2	110.2	6.50
★ Newark	109.6	104.9	9.20
★ Trenton	108.5	103.8	7.75
Jersey City- H'b'ken-Pat.	104.0	99.5	21.50
New Mexico			
★ Albuquerque ..	106.7	102.1	2.65
New York			
★ Elmira	120.3	115.1	3.35
★ Niagara Falls ..	118.5	113.4	4.10
★ Utica	113.0	108.1	4.90
★ Schenectady ..	110.8	106.0	4.55
★ Syracuse	110.1	105.4	11.35
★ Rochester	109.7	105.0	17.90
★ Binghamton ..	109.5	104.8	4.40
★ Jamestown ..	107.6	103.0	2.30
★ Buffalo	106.6	102.0	27.25
★ Troy	104.8	100.3	3.30
★ New York ..	104.5	100.0	348.50
★ Albany	104.0	99.5	7.90
North Carolina			
★ Durham	124.4	119.0	3.30
★ Charlotte	120.0	114.5	6.70
★ Winston- Salem	113.5	108.6	3.40
★ Asheville	109.0	104.3	3.25
★ Greenboro	106.4	101.8	3.25
★ Raleigh	100.0	95.7	2.90
North Dakota			
★ Fargo	104.6	100.1	2.30
★ Grand Forks ..	104.0	99.5	1.15
Ohio			
★ Akron	123.0	117.7	15.70
★ Toledo	115.1	110.1	16.75
★ Canton	114.5	109.6	7.40
★ Cincinnati	114.1	109.2	31.35
★ Springfield ..	113.6	108.7	3.65
★ Dayton	112.4	107.6	14.55
★ Columbus	107.7	103.0	19.10
★ Cleveland	107.3	102.7	56.65
★ Youngstown ..	106.5	101.9	9.10
★ Zanesville	105.3	100.8	2.15
★ Steubenville ..	102.4	98.0	2.55
Oklahoma			
★ Oklahoma City	115.9	110.9	9.90
★ Tulsa	112.2	107.4	7.30

RETAIL SALES AND SERVICES
(S.M. Forecast for February, 1943)

	City Index	City Nat'l Index	\$ Millions
Oregon			
★ Portland	125.2	119.8	24.70
★ Salem	111.0	106.2	2.10
Pennsylvania			
★ Williamsport	120.0	114.8	2.70
★ Harrisburg ..	112.8	107.9	6.30
★ York	111.1	106.3	3.45
★ Pittsburgh ..	108.7	104.0	44.30
★ Erie	108.5	103.8	5.90
★ Philadelphia ..	108.1	103.4	94.50
★ Lancaster ...	108.0	103.3	4.10
★ Wilkes-Barre	107.0	102.4	4.40
★ Scranton	106.7	102.1	6.40
★ Johnstown ...	106.7	102.1	4.00
★ Allentown ..	103.1	98.7	5.35
★ Altoona	100.0	95.7	3.40
★ Reading	96.6	92.4	5.70

Rhode Island

★ Providence ..	116.2	111.2	17.60
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South Carolina

★ Charleston ..	117.0	112.0	4.25
★ Greenville ..	113.6	108.7	3.60
★ Columbia ...	111.3	106.5	4.10
★ Spartanburg .	110.3	105.5	2.65

South Dakota

★ Sioux Falls .	122.2	116.9	3.20
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Tennessee

★ Chattanooga .	119.1	114.0	6.65
★ Nashville ...	112.2	107.4	9.60
★ Memphis ...	111.6	106.8	16.60
★ Knoxville ...	111.0	106.2	5.90

Texas

★ Waco	137.3	110.5	2.95
★ Austin	118.5	113.4	4.30
★ Fort Worth .	116.5	111.5	10.35
★ Dallas	116.2	111.2	20.00
★ Galveston ...	113.4	108.5	2.60
★ Houston	113.2	108.3	23.75
★ San Antonio .	110.6	105.8	11.40
★ Beaumont ...	108.5	103.8	3.10
★ El Paso	106.7	102.1	4.35
★ Wichita Falls	103.5	99.0	2.40

Utah

★ Ogden	120.0	114.8	2.65
★ Salt Lake City	117.5	112.4	9.15

Vermont

★ Burlington ..	101.8	97.4	1.75
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Virginia

★ Portsmouth .	125.6	120.2	2.20
★ Richmond ...	118.2	113.1	13.25
★ Norfolk	116.5	111.5	11.30
★ Newport News	115.5	110.5	2.40
★ Lynchburg ...	106.0	101.4	2.35
★ Roanoke	100.5	96.1	3.45

Washington

★ Tacoma	133.7	127.9	8.50
★ Seattle	128.2	122.7	33.75
★ Spokane	119.5	114.4	7.90

West Virginia

★ Huntington .	115.6	110.6	3.95
★ Charleston ..	107.5	102.9	5.05
★ Wheeling ...	99.0	94.7	2.85

JANUARY 1, 1943

RETAIL SALES AND SERVICES
(S.M. Forecast for February, 1943)

	City Index	City Nat'l Index	\$ Millions
Wisconsin			
★ Milwaukee ..	121.2	116.0	36.75
★ Sheboygan ..	119.3	114.2	2.60
★ Superior ...	118.7	113.6	1.75
★ Manitowoc ..	118.0	112.9	1.50
★ Green Bay ..	107.5	102.9	2.95
★ La Crosse ...	105.0	100.5	1.95

Wyoming

★ Cheyenne ...	108.1	103.4	1.55
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A message to Newspapers, Magazines, Radio Stations and other Sellers of Advertising.

**PLANNING
A BOOKLET?**

Then you've been figuring distribution costs . . . probing for the happiest balance between expenditure and hoped-for returns. Perhaps we can show you a new two-way formula—short on expense, long on results. Why not drop us a line before you get into production? Tell us the size and number of pages.

SALES MANAGEMENT
386 Fourth Ave., New York, N. Y.

Day and night, 3-mile-a-minute AIR EXPRESS is saving precious time here on the home front flying vital war supplies, to help keep the wheels of production turning at highest speed.

You do not need a priority to ship by AIR EXPRESS, but if you have war production shipments requiring priorities, they will be granted. Phone Railway Express Agency, AIR EXPRESS DIVISION, or any air line.

WALTER FRANK

NOW IN ITS
16th YEAR

AIR EXPRESS

Division of RAILWAY EXPRESS



Designing to Sell

1. War-Born Tire: This new airplane tire, known as the "Polar Grip" and just announced by the Firestone Tire and Rubber Co., will be of great aid to American war flyers and peace-time flyers in combating ice and snow. The tire has a soft crepe rubber tread with many flexible, finger-like projections which give positive grip on ice and snow, and resist side skidding.

2. New Foiless Label: To conserve metal foil for the war effort, Hiram Walker has taken its Walker's DeLuxe Bourbon label "off the gold standard." The new label features a full color illustration of Hiram Walker, founder of the company. To acquaint customers with the new label, a miniature folder telling the brief story of the label change-over is attached to every bottle.

1.

3. From Tin to Glass: The Larsen Co. has successfully switched from tin to glass packages, and at the same time has maintained brand identity and package resemblance by carrying over to the new package a close replica of the former label. Larsen uses a wide label which affords adequate space for the former merchandising message. Labels by U. S. Printing & Lithograph Co.

4. Paperboard Cartons Replace Tin: In saving tin, Consolidated Tea Co. has replaced its tin tea boxes with paperboard cartons. The interpretation of the chest in paperboard was made as convincing as possible in an effort to preserve the identity of the novel "Swee-Touch-Nee-Tea" packages. Cartons by Robert Gair Co., Inc.

5. Duraglass Containers for Insecticide and Cisco Pep: Cities Service Oil Co. recently adopted attractively decorated Duraglass containers to package two of its products—Cisco Pep for sluggish motors, and Cities Service Insecticide. Both containers have an applied color lettering label, fused into the bottle itself with ceramic paint, to illustrate the exact directions. Bottles by Owens-Illinois Glass Co.



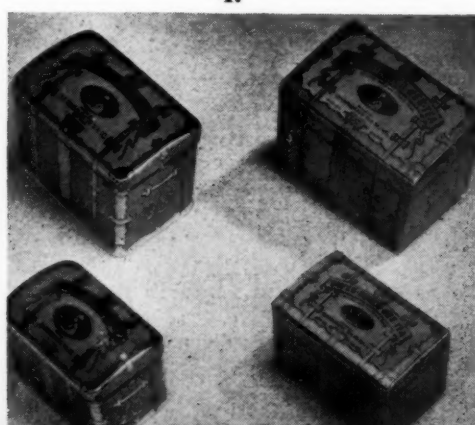
2.



4.



3.



LET'S TAKE A LOOK AT 1943



Yes, Chum, these are interesting and diverting times. It's a different story for stockings than it is for sofas, different for food than for fuel; it is a different story in Maine than it is in Nebraska.

The safe way to plan intelligently for 1943 is to find out facts, the actual conditions about localities, about commodities and about markets.

Ross Federal surveys are used by executives who take the long view to determine facts on which to base sound merchandising policies. It's an inexpensive method of preventing costly mistakes.

Talk to a Ross Federal man today about your plans for tomorrow.

**ROSS FEDERAL RESEARCH
CORPORATION 18 EAST 48TH ST., N. Y.
AND 31 KEY CITIES FROM COAST TO COAST**

FIRST with the Facts!

Media & Agency News

Serving Uncle Sam

E. Dewitt Hill, vice-president of McCann-Erickson, and for many years treasurer of American Association of Advertising Agencies, is now a captain in the Army Air Force. . . Edward W. Hobler has resigned from the radio staff of Benton & Bowles to become an ensign in the Naval Reserve. . . Irwin W. Tyson, account manager of O. S. Tyson & Co., New York City, joins the Navy. . . E. T. Meredith, Jr., and J. T. Miller, vice-president and research director, respectively, of Meredith Publishing Co., Des Moines, have received commissions as lieutenants in the Naval Reserve. . . Dent Hassinger of the Chicago office, Bureau of Advertising, American Newspaper Publishers Association, reports for active duty as a lieutenant in the Naval Reserve. . . Gordon Marston, publicity director of the Yankee network, Boston, joins the Marine Corps.

Agencies

Formal organization of Media Men's Association of New York was effected December 9 with election of Joseph Burland of Kelly, Nason, Inc., as president; Sam Gill, Lord & Thomas, and Joseph Vessey, Kenyon & Eckhardt, vice-presidents; Robert B. White, William Esty & Co., secretary, and Marc Seixas, White, Lowell & Owen, treasurer.

The association seeks to develop "a mutual understanding of, and respect for, the fundamentally important duties" of media people; "to promote a clearer understanding and knowledge of advertising, and especially of the uses and problems of advertising media, markets and merchandising; to provide for proper educational programs," and to cooperate with similar groups that may be formed in other cities.

Earl R. Culp, formerly vice-president of John H. Riordan Co., forms Earl R. Culp, Advertising, 3237 Velma Drive, Los Angeles. . . James J. McMahon, Inc., New York City, and Keeling & Co., Indianapolis, are elected members of American Association of Advertising Agencies. . . To widen the scope of its consumer education work, Byron G. Moon Co., New York City, forms a Bureau of Educational Services, with Miss Mary B. True as director.

Douglas Meldrum, for 20 years an executive of N. W. Ayer & Son, has become a project director with the Advertising Council, New York City. . . John M. Lyden, formerly vice-president of Atherton & Currier, joins Ted Bates, Inc., New York City. . . David W. Stotter is now with MacFarland, Aveyard & Co., Chicago, as copy and account executive. . . Clifford Spiller, formerly director of sales promotion and merchandising with *American Home*, becomes an account executive with Federal Advertising Agency. . . Anton Kamp is now art director of O. S. Tyson & Co., New York City. . . Mark Isaacs, from *Tide*, joins Doremus & Co., New York City, as an account executive. . . Roland Israel is appointed radio director of J. M. Korn & Co., Philadelphia. . . Miss Dorothea Duncan is appointed publicity director of Kenyon & Eckhardt, replacing Miss Ruth Oviatt, who has joined the WAVES. . . Fritz Blocki becomes a radio producer with Kenyon & Eckhardt. . . Alfred K. Higgins, who formerly conducted his own agency in New York City, joins Wesley Associates, there.

John L. Anderson, treasurer of McCann-Erickson, is elected treasurer of American Association of Advertising Agencies, succeeding E. Dewitt Hill, McCann-Erickson, now with the Army Air Force.

Accounts: Cooperative Olive Products Association, Inc., Fresno, Cal., representing 60% of California's olive oil output, has started bottling under a Cal-Crest brand and will advertise through Brisacher, Davis & Staff, San Francisco. . . Sperry Corp., New York City, marine and aviation instruments and equipment, to Young & Rubicam. . . American Pencil Co., New York City, to Doremus & Co. . . All-State Insurance Co., to Ruthrauff & Ryan, Chicago. . . Phillips-Jones Corp., maker of Van Heusen shirts, sportswear, etc., to Grey Advertising Agency, New York City. . . H. D. Lee Mercantile Co., Kansas City, maker of work clothes, to Gardner Advertising Co., St. Louis. . . M. A. Ford Manufacturing Co., Davenport, Iowa, maker of rotary files, to Stanley Pflaum Associates, Chicago. . . Ace Manufacturing Corp., Philadelphia, maker of aircraft, instrument, radio and machine parts, to Gray & Rogers, there. . . Nekoosa-Edwards Paper Co., Port Edwards, Wis., to Cramer-Krasselt Co., Milwaukee. . . Monogram Pictures, Hollywood, appoints Western Advertising Agency for its production "Silver Skates," to be released early this year.

Radio

General Tire & Rubber Co., Akron, has bought the Yankee network and the Colonial Network in New England, pending approval of the transfer by the Federal Communications Commission. John Shepard, 3d, would remain as president and general manager under a five-year contract.



SHEPARD

O'NEIL

The networks, says William O'Neil, president of General Tire, would provide this company with a "proving ground" for new products being developed and for post-war merchandising plans. Mr. O'Neil predicted "entirely changed methods of merchandising and advertising, a tremendous buying power and an even higher standard of living."

Mr. Shepard said that the only reason for the sale was because of future inheritance tax problems. His father, John Shepard, Jr., owner of the Yankee Network and of the Shepard stores in Providence, will be 86 years old on January 2. . . Yankee Network embraces 21 stations, four of which—WNAC, Boston; WEAN, Providence; WICC, Bridgeport, and WAAB, Worcester—it owns outright.

Code committee of National Association of Broadcasters announced following a recent meeting with executives of Cooperative League of the U. S. A., in Washington, that "we believe that the advertising of (consumer) cooperatives is and has been acceptable under the code when the programs offered are designed to sell goods, trade-marks or services of cooperatives." The co-ops could explain their advantages on the air, provided they made "no attack" . . . on any other business enterprise or



The Chicago Sun is one year old. Publisher Silliman Evans, Frank Taylor, executive assistant (standing), and Turner Catledge, editor, look over a copy of the anniversary edition, "America Fights," a review of the first year of the war.

system of distribution. . . Earl J. Glade, KSL, Salt Lake City, is chairman of the committee.

Cooperative Analysis of Broadcasting reports that night listening increased, day listening declined last July, August and September from the same months of 1941. Night listening for July rose from 18.7 to 19.9; for August, from 18.7 to 19.7, and for September, 22.3 to 23.0. Day listening for July dropped from 14.1 to 12.6; for August, from 14.4 to 13.0, and for September, from 14.2 to 12.9.

Mutual Network announces an increase of 38.1% in billings for 11 months, and Blue Network a gain of 30% for the first ten months of 1942. . . WOOD, Grand Rapids, Mich., NBC affiliate, increases day and night power to 5,000 watts. . . WRDW, Augusta, Ga., CBS affiliate, goes to 5,000 watts day and night. . . WMOB, Mobile, Ala. and WFIG, Sumter, S. C., join Blue Network. . . Two Alabama stations, WBHP, Huntsville, and WLAY, Muscle Shoals, are now members of Mutual. . . WOV, New York City, appoints Joseph Hershey McGill as national representative, except for the eastern seaboard.

John Haskell MacDonald, financial officer of NBC, is elected a vice-president. . . Raymond Ruff, formerly program director, is now director of merchandising and sales promotion of KOMA, Oklahoma City.

CBS reproduces in booklet form, under the title, "U. S. Radio Goes to War," a report of its vice-president, Paul Hollister.

NBC issues "A Tale of 412 Cities," the first of two preliminary reports on the 1942 Survey of Radio Listening Habits, polling the listening preferences of more than 250,000 radio families and covering all of the nation's 3,072 counties. These 412 cities account for 13,674,000 radio families, 47% of the nation's total.

Magazines

In 1942, for the first time in its six years *Life* led all magazines—weekly, semi-monthly and monthly—in total advertising lineage carried. *Life* carried about 2,900 advertising pages for the year, or an average of about 56 pages an issue. . . *Fortune* continued first among the monthlies and *Vogue* among the women's magazines.

The current records may be worth noting for, probably, they will not be reached again for the duration. *Life* and *Time*, for example, are setting restrictions on amount of advertising carried; *Fortune* is reducing its page size, and all three may limit circulation.

Time reduced its circulation promotion efforts in direct mail in 1942, but still got out enough letters to repeat, with doubled awards, a circulation letter sweepstakes among sales and advertising executives, first run in 1941. Among 3,302 entrants, four won a \$1,000 War Bond each for ranking all eight letters in order of their pulling power. Four more ranked the first six in order and won a \$500 War Bond, and 12 more won a \$100 bond each for placing only two letters out of position.

American Weekly reports that its December advertising volume was the largest on record for this month. . . *House & Garden* will devote its February issue to "post-war homes." . . *Vogue* will emphasize

fashions of war in its sixth Americana Number, on February 1. . . Parents' Institute, New York City, will publish *Comics Digest*, "the first 'comic' magazine for adults, presenting true stories of real heroes of today."

McCall's finds in a survey of four women's service magazines—*Good Housekeeping*, *Ladies' Home Journal*, *McCall's* and *Woman's Home Companion*—that readership of editorial material increased 20% in the first eight months of 1942 from the same period of 1941. Greatest increase was in home decorations and furnishings material. General non-fiction and personal appearance material were tied for second, followed by home equipment, fiction, and food.

Farm paper advertising, after early-year declines, turned sharply upward at the end of 1942. November was about 17% ahead of November, 1941.

Don Eastman, formerly media and research director of Paris & Peart, New York City agency, becomes assistant publicity director of *Saturday Evening Post*. Charles Van Cott, formerly sales promotion manager of *Family Circle*, is now on the *Post's* publicity staff.

National Publishers Association releases preliminary proofs of a series of advertisements, prepared by 15 agencies in cooperation with the Advertising Council, to aid civilian war work. One page a month will be contributed by monthlies, two a month by weeklies.

Newspapers

A three-day strike of paper handlers, December 14-16, affecting eight metropolitan New York dailies, altered the habits of several million people, and gave suburban papers, magazines and radio unexpected pre-Christmas impetus. One suburban newspaper, which gained in circulation, said, however, that "women who had depended on Christmas advertising for gift suggestions were in a quandary. Special holiday sales were unattended, and buyers fidgeted at home over the bargains they knew they were missing."

Some New York radio stations increased their news coverage and some reported a gain in department store and motion picture theater advertising.

Meanwhile scores of thousands of New Yorkers—although only a fraction of total circulation—went to the newspaper offices for their papers. . . Some papers on December 17 ran summaries of the news of the three preceding days, and some reproduced that day all the comics their readers may have missed. . . Because of the confusion, the three days will not be counted in the newspapers' advertising totals.

More than half of the daily newspapers in the United States have increased some part of their circulation rate structure since the start of the war in 1939, reports Cranston Williams, general manager, American Newspaper Publishers Association.

Edwin S. Friendly, general manager of the New York *Sun*, is appointed as the newspapers' member of the executive committee of the Advertising Council, succeeding William G. Chandler, Scripps-Howard Newspapers, who is now with WPB in Washington.

Total advertising lineage in newspapers of 52 major cities, reported by Media Records, Inc., declined 1.3% in November

from November, 1941. General or national and classified gained—8.9 and 9.5%—but the other major groups declined—retail, 4.4; financial, 2.9, and automotive, 42.4. All major classifications, except general, participated in decline of 5.6% in lineage in these cities in the first 11 months of 1942. General gained .3% in this period.

Excluding all retail merchandise advertising from its December 7 issue, the Philadelphia *Record* observed Pearl Harbor Day by printing about 75,000 lines or 250 columns of War Bond advertising, from 900 retailers and other advertisers. . . The *Christian Science Monitor* is awarded the Maria Moors Cabot plaque for distinguished service in Inter-American relations. *La Nacion*, Buenos Aires, and *El Dia*, Montevideo, received the same honor. . . Cincinnati *Times-Star* recently conducted a Christmas charity fund-raising promotion in the form of a doll dressing contest, which attracted 25,000 visitors during the ten-day display and auction period. . . Minneapolis *Morning Tribune* introduces a double-column feature titled "What's Cooking?" on its editorial page, dealing with what's ahead in Minneapolis and the Northwest in everything from war and taxes to movies.

L. M. Clark, Inc., in the first half of 1943, will increase from four to eight the number of newspapers covered in its syndicated newspaper readership service. Three studies each will be made of the Atlanta *Constitution*, Buffalo *News*, Chicago *Daily News*, Columbus *Dispatch*, Detroit *News*, New York *Times*, Philadelphia *Evening Bulletin* and Toledo *Blade*.

Avoid SURPLUS SPENDING!



Stop at The Lexington and save—and put your savings into War Bonds! More than one-half the total number of rooms in "New York's Friendly Hotel" are now, as before, priced at \$4...all outside with combination tub and shower, circulating ice-water, full-length mirror and four-station radio.

Home of the famous Hawaiian Room

Hotel Lexington

Charles E. Rochester, Vice-Pres. & Mng. Dir.

LEXINGTON AVE., AT 48TH ST., N. Y. C.

Comment

BY RAY BILL

WE have a guest editor for this issue. The points enumerated below constitute an extract from *Land O'Lakes News*, the house organ of the well known Wisconsin dairy products firm of Land O'Lakes Creameries, Inc.

10 POINTS That Cost So Little and Are Worth So Much

1. You cannot bring about prosperity by discouraging thrift.
2. You cannot strengthen the weak by weakening the strong.
3. You cannot help small men by tearing down big men.
4. You cannot help the poor by destroying the rich.
5. You cannot lift the wage earner by pulling the wage payer down.
6. You cannot keep out of trouble by spending more than your income.
7. You cannot further the brotherhood of man by inciting class hatred.
8. You cannot establish sound security on borrowed money.
9. You cannot build character and courage by taking away a man's initiative and independence.
10. You cannot help men permanently by doing for them what they could and should do for themselves.

We earnestly hope, in the interest of *all* Americans, that the economic, social and spiritual philosophy embodied in these clearly stated principles will be spread far and wide . . . not only in the United States but throughout the world.